LABOUR PROGRAM

Workplace Gazette

Volume 6, No. 2

An Industrial Relations Quarterly

Summer 2003

- Skills and Training in the Non-Profit Sector
- Viewpoints 2002—Healthy Workplace Practices
- Health Strikes and Emergency Services in Canada—The Dilemma

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An Industrial Relations Quarterly

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AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

This issue includes first quarter data for 2003 on wage adjustments in major collective agreements, both current and historical, by public and private sectors, by region, by jurisdiction and by major industry. Also, included is a listing of major settlements reached in the first quarter 2003, an overview of selected provisions featuring the clauses linked to technological change and labour reorganization in collective agreements as well as information on work stoppages for the fourth quarter of 2002 and first quarter 2003.

Innovative practices in the workplace resulting from collective bargaining are summarized. A case study features a joint project with the Canadian Auto Workers and the St. Lawrence Seaway concerning work-related stress and absenteeism.

An article by K. McMullen and G. Schellenberg provides an account on skills and training in the non-profit sector. A report by F. Lamontagne summarizes key findings on healthy workplace practices from the Canadian Labour and Business Centre's *Viewpoints 2002* survey. Another article by J. Haiven and L. Haiven covers the dilemma of health strikes within the health sector. Also, an update on fair wages and apprentice tables in the construction industry is provided.

Recent changes in Canadian Labour Laws focus on adopted bills, regulations and other statutory instruments. Yesterday and Today reviews women and leadership.

The Departmental Library is offering reading material related to older workers.

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MAJOR WAGE SETTLEMENTS*

First Quarter 2003

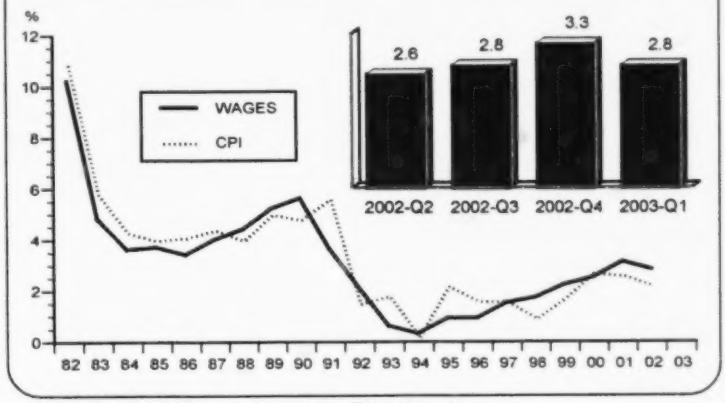
Summary

- In the **first quarter of 2003,** wage adjustments averaged **2.8 per cent,** down from the 3.3 per cent in the previous quarter, but the same average quoted for the year 2002

- The vast majority of settlements were in the **public** sector (62 out of 86 settlements and 75.5 per cent of all employees). The wage adjustments averaged **2.9 per cent** which was above the **private** sector at **2.3 per cent**

Chart A

Major Wage Settlements
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

- The largest average wage adjustments were reported in the **Prairie Provinces** at **3.4 per cent,** while the smallest was found in the **Federal** jurisdiction at **2.1 per cent**

- Wage adjustments by industry were the highest in the **utilities** sector at **3.9 per cent,** and lowest in the **information and culture** sector at **1.4 per cent**

Overview

Major collective bargaining settlements reached in the **first quarter 2003** provided base-rate wage increases averaging **2.8 per cent** annually over the contract term. This is down from the 3.3 per cent figure in the previous quarter, but the same average recorded for the year 2002. The first quarter 2003 results are based on a review of 86 settlements reached in the period, with a coverage of 107,980 employees.

When the parties to these settlements previously negotiated (with contract durations averaging 32 months), the resulting wage adjustments averaged 2.5 per cent, compared to the 2.8 per cent in their current round of settlements and a current average contract duration of 31 months.

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Wage Distribution

In the first quarter 2003, a very large concentration of employees (49.2 per cent) received wage increases in the 3.0 to 3.9 per cent range. Approximately 11.6 per cent of employees received increases below the 2.0 per cent level and 34.6 per cent of employees received increases in the 2.0 to 2.9 per cent range. A small percentage (4.5 per cent) of employees received increases of 4.0 per cent and over.

Distribution of Agreements and Employees by Size of Wage Adjustments, First Quarter 2003

	Agreements		Employees	
Adjustment Range	Number	Percentage	Number	Percentage
Over 0% to 0.9%	3	3.5	4,910	4.5
1.0% to 1.9%	8	9.3	7,680	7.1
2.0% to 2.9%	33	38.4	37,390	34.6
3.0% to 3.9%	37	43.0	53,140	49.2
4.0% to 4.9%	5	5.8	4,860	4.5
ALL LEVELS	86	100.0	107,980	100.0

Note: Due to rounding, percentages may not always equal 100 per cent.

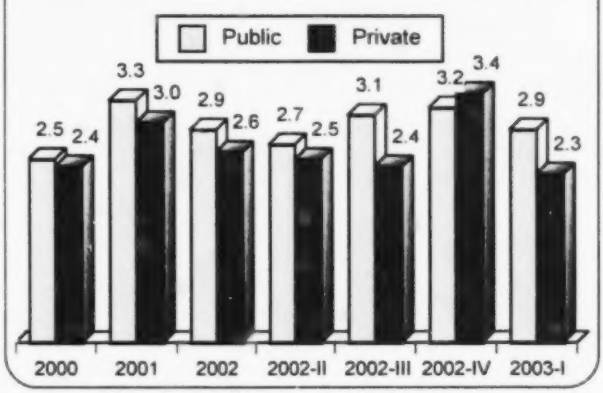
Source: Workplace Information Directorate

Public and Private Sectors

Wage adjustments in the first quarter were largely comprised of public sector settlements (62 of 86 settlements covering 75.5 per cent of all workers). **Public-sector** wage adjustments for 81,490 employees averaged **2.9 per cent,** down from the 3.2 per cent figure reached in the previous quarter, but the same as the average in the year 2002. **Private-sector** wage increases for 26,490 employees in 24 agreements averaged **2.3 per cent,** down from the 3.4 per cent figure recorded in the previous quarter and the 2.6 per cent figure for the year 2002.

Chart B

Major Wage Settlements by Public/Private Sectors
Average Annual Percentage Adjustment in Base Rates



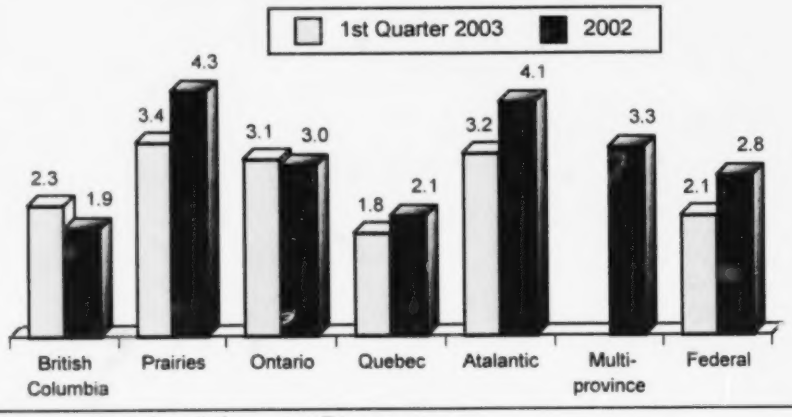
Source: Workplace Information Directorate

Region/Jurisdiction

On a regional/jurisdictional basis, the largest average wage increases were reported in the Prairie Provinces (12 agreements, 18,030 employees) at 3.4 per cent; the smallest in Quebec at 1.8 per cent (9 agreements, 10,210 employees). Wage increases in Ontario settlements averaged 3.1 per cent (36 agreements, 36,810 employees); wage increases in the Atlantic Provinces averaged 3.2 per cent (5 agreements, 15,650 employees); and in British Columbia, 2.3 per cent (15 agreements, 14,500 employees). In the Federal jurisdiction, 9 agreements provided 12,780 employees with an increase averaging 2.1 per cent.

Chart C

Major Wage Settlements by Region/Jurisdiction
Average Annual Percentage Adjustment in Base Rates



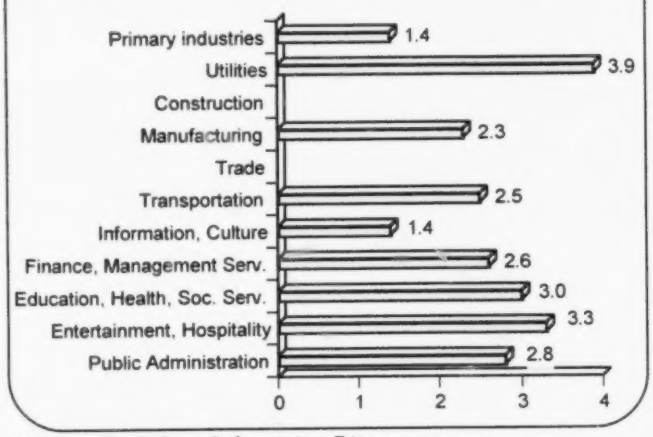
Source: Workplace Information Directorate

Industries

On an industry basis, the largest concentration of agreements (36.4 per cent), and the majority of employees (53 per cent), were in the **education, health and social services** sector, with 69,760 workers in 51 settlements obtaining average wage gains of **3.0 per cent**. Wage increases in this sector ranged from 0.7 per cent for 2,610 lecturers with the University of Montréal, to 4.4 per cent for 840 supply teachers with the Ottawa-Carleton District School Board. The largest industry average was in the **utilities** sector, where only two agreements provided 1,630 employees with wage gains averaging **3.9 per cent.** Wage increases in the remaining industry sectors, in decreasing order were: **entertainment and hospitality** sector at **3.3 per cent; public administration** at **2.8 per cent**; **finance, real estate and management services** at **2.6 per cent; transportation** at **2.5 per cent**; **manufacturing** at **2.6 per cent; primary industries** and the **information and culture** sector, both at **1.4 per cent.**

Chart D

Major Wage Settlements by Industry
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Wage Data for the First Quarter 2003 for Small, Medium and Large Size Bargaining Units

Among the 135 collective bargaining settlements reached in the first quarter of the year 2003, 46 settlements were in small bargaining units (between 100 and 499 employees), 77 were in medium bargaining units (500 to 1,999 employees), and 12 were in large bargaining units with 2,000 employees and over. During this period, the overall base-rate wage adjustment averaged 2.7 per cent. The overall **public sector** wage adjustment at **2.9 per cent** was higher than the figure of **2.2 per cent** reported for the **private sector.**

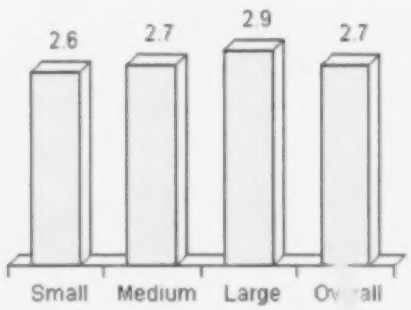
SMALL bargaining units reported an average increase of **2.6 per cent**. **Public sector** settlements provided an average increase of **2.9 per cent,** higher than the **private sector** wage adjustments of **2.2 per cent.** On an industry basis, the **public administration** sector had the highest wage adjustment at **3.1 per cent** while **primary industries** reported the lowest average at **1.5 per cent.** On a regional/ jurisdictional basis, average increases ranged from a high of **4.1 per cent** in the **Prairie Provinces** to a low of **2.1 per cent** in the **Federal** jurisdiction.

MEDIUM bargaining units reported a first quarter average wage increase of **2.7 per cent**. **Public sector** settlements resulted in an average increase of **2.9 per cent,** compared to the **private sector** figure of **2.2 per cent**. **On an industry basis, the utilities sector had** the highest wage adjustment at **3.9 per cent** while **information and culture** reported the lowest average at **1.4 per cent.** On a regional/jurisdictional basis, average increases ranged from a high of **3.4 per cent** in the **Prairie Provinces** to a low of **1.9 per cent** in the **Federal** jurisdiction.

LARGE bargaining units reported a wage increase of **2.9 per cent.** Settlements in the **public sector** resulted in an average increase of **3.0 per cent** compared to **2.6 per cent** in the **private sector.** On an industry basis, **education, health and social services** and the **public administration** sectors had the highest wage adjustment at **3.0 per cent** while the **manufacturing** and **transportation** sectors reported the lowest increase at **2.6 per cent.** On a regional/ jurisdictional basis, average increases ranged from a high of **3.3 per cent** in the **Prairies Provinces** to a low of **1.5 per cent** in **Quebec.**

Chart E

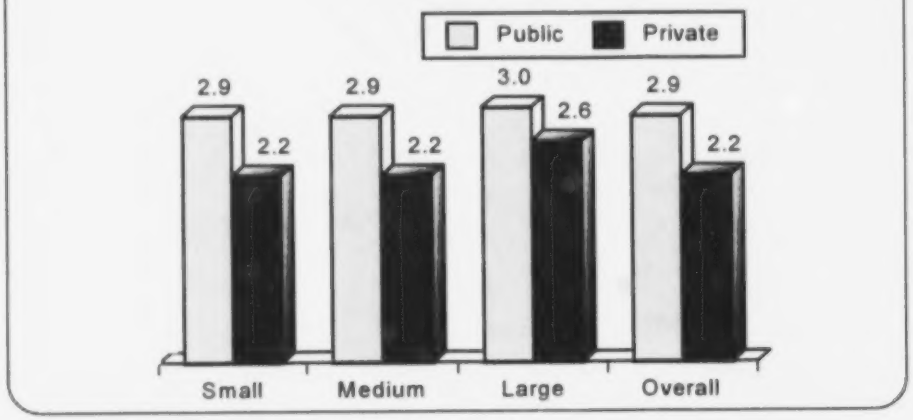
Average Annual Adjustment by Size of Bargaining Units, First Quarter 2003



Source: Workplace Information Directorate

Chart F

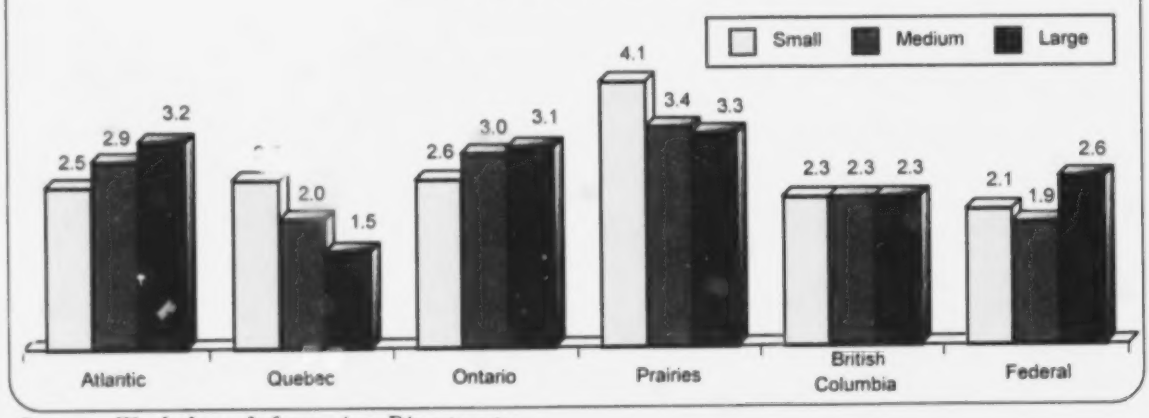
Annual Average Percentage Adjustment by Size of Bargaining Units, by Public/Private Sectors, First Quarter 2003



Source: Workplace Information Directorate

Chart G

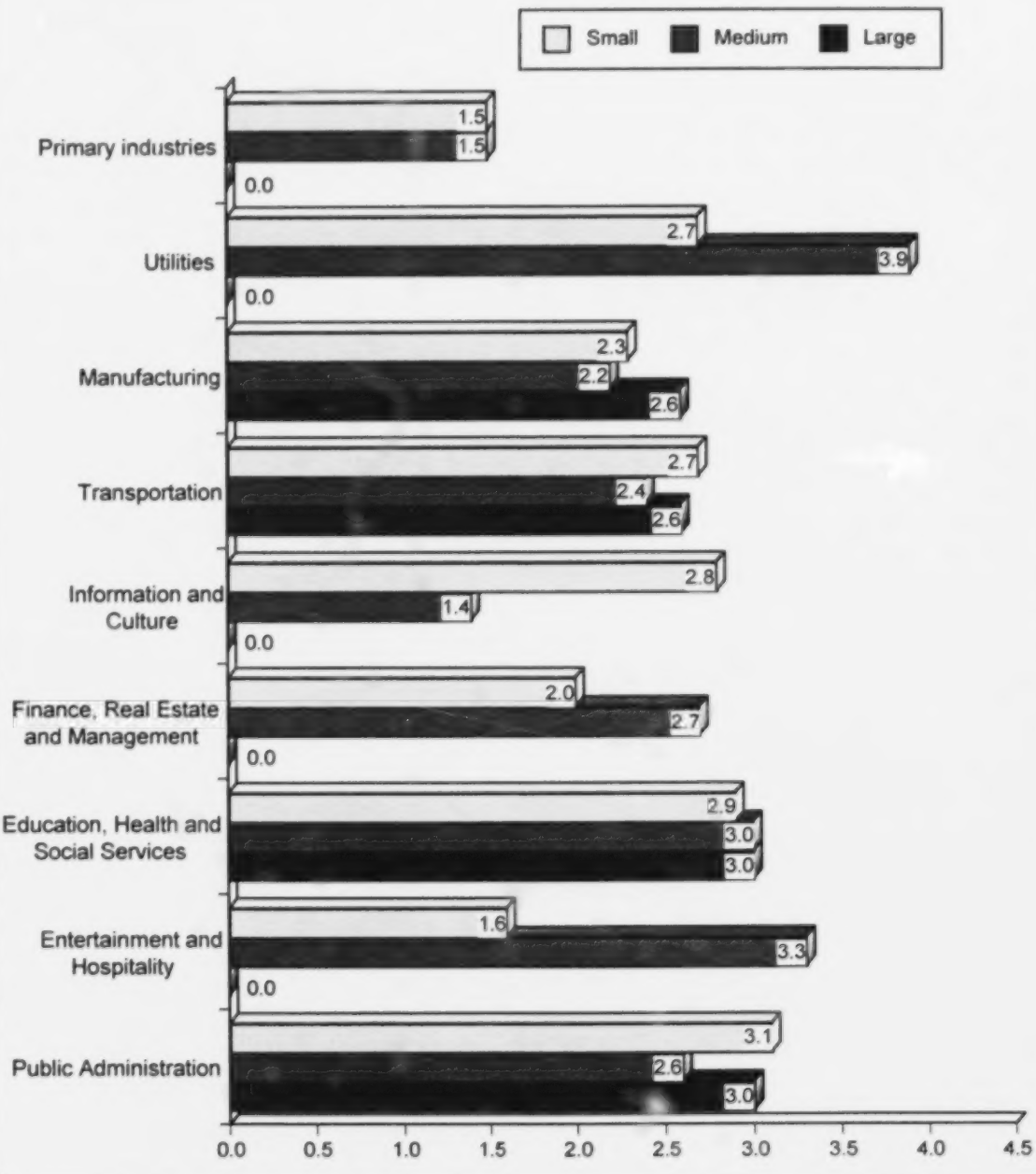
Annual Average Percentage Adjustment by Size of Bargaining Units, by Region/Jurisdiction, First Quarter 2003



Source: Workplace Information Directorate

Chart H

Annual Average Percentage Adjustment by Size of Bargaining Units, by Industry, First Quarter 2003



Source: Workplace Information Directorate

Major Settlements Reached in the First Quarter 2003

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Primary (1 agreement)	**680**	**1.4**	**0.3**	**36.0**	
Hudson Bay Mining and Smelting Co. Limited, mine employees, Flin Flon, Man.	680	1.4*	0.3	36	2005-12-31
Utilities (2 agreements)	**1,630**	**3.9**	**4.2**	**24.0**	
ATCO Gas, plant and maintenance employees, Edmonton, Alta.	850	3.8	4.3	24	2004-12-31
Epcor Utilities Inc., office and clerical employees, Edmonton, Alta.	780	4.0	4.0	24	2003-12-27
Manufacturing (13 agreements)	**13,520**	**2.3**	**2.2**	**36.2**	
Alcan Smelters and Chemicals Ltd., hourly-rated employees, Jonquière, Que.	2,350	2.5	2.5	12	2003-12-31
Atlas Specialty Steels, Division of Slater Stainless Corporation, plant and maintenance employees, Welland, Ont.	600	0.9*	2.1	30	2006-09-22
Bombardier Aerospace de Havilland Division, production employees, Downsview, Ont.	1,170	1.2*	0.9	36	2006-06-22
CFM Majestic Products Company, production employees, Mississauga, Ont.	800	2.3	0.0	36	2006-01-08
Cavendish Farms, plant and maintenance employees, New Annan, P.E.I.	640	2.7	3.7	48	2006-12-31
Faurecia Automotive Seating Canada Ltd., production employees, Mississauga, Ont.	500	3.0	4.4	36	2006-05-17
Fishery Products International Limited, plant and maintenance employees, Bonavista, Nfld. and Labrador	2,500	2.7	3.0	27	2005-03-31
Guelph Products Collins and Aikman, production employees, Guelph, Ont.	540	3.9*	3.2	36	2006-01-31
ISpat Sidbec inc., production employees, Contrecoeur, Que.	1,400	1.8*	1.5	72	2009-01-31
Services Drummondville inc., production employees, Drummondville, Que.	740	2.1	1.3	72	2009-02-09
Sterling Trucks, production employees, St. Thomas, Ont.	1,040	2.7	2.5	36	2006-03-08
Walker Exhausts, plant and maintenance employees, Cambridge, Ont.	600	3.1	3.1	36	2006-02-06
Waterloo Furniture Components Ltd., plant and maintenance employees, Kitchener, Ont.	640	1.8	1.0	36	2006-01-31
Transportation (7 agreements)	**9,110**	**2.5**	**2.2**	**43.6**	
Allied Systems, truck drivers, province-wide, Ont. and Que.	950	1.1*	0.4	36	2005-10-31
British Columbia Maritime Employers Association, longshoremen, B.C. Coast	3,700	2.6	2.7	51	2007-03-31
British Columbia Terminal Elevator Operators' Association, grain elevator employees, Vancouver, B.C.	650	1.3	0.0	60	2005-12-31
City of Ottawa – OC Transpo, bus drivers, Ottawa	1,900	3.0	3.0	36	2005-03-31
Hamilton Street Railway Company, operating employees, Municipality of Hamilton-Wentworth, Ont.	570	3.0	2.0	33	2003-12-31
Loomis Courier Service, Division of Mayne Nickless Transport Inc., couriers, province-wide, Ont.	780	3.0	3.0	36	2005-10-31
Société de transport de Longueil, bus drivers, Longueil, Que.	560	2.2*	1.5	36	2005-12-31
Information and Culture (3 agreements)	**4,120**	**1.4**	**1.4**	**40.0**	
Canadian Broadcasting Corporation, technical employees, Canada-wide (excl. Que. and N.B.)	1,770	2.5	2.5	9	2004-03-31
Groupe TVA inc., broadcast and TV employees, Montréal, Que.	650	1.4*	2.0	72	2005-12-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Information and Culture (continued)					
Vidéotron ltée, administrative services employees, Montréal, Que.	1,700	0.3	0.0	60	2006-12-31
Finance, Real Estate, Management Services (1 agreement)	**1,180**	**2.6**	**3.0**	**36.0**	
Manitoba Public Insurance Corporation, office and clerical employees, province-wide, Man.	1,180	2.6*	3.0	36	2005-09-17
Education, Health and Social Services (51 agreements)	**69,760**	**3.0**	**3.4**	**27.7**	
Board of School Trustees of School District No. 23, office and clerical employees, Central Okanagan, B.C.	600	2.4	3.6	18	2003-06-30
Board of School Trustees of School District No. 35, office and clerical employees, Langley, B.C.	570	2.3	3.5	18	2003-06-30
Board of School Trustees of School District No. 36, office and clerical employees, Surrey, B.C.	2,470	2.3	3.5	18	2003-06-30
Board of School Trustees of School District No. 37, office and clerical employees, Delta, B.C.	800	2.3	3.5	18	2003-06-30
Board of School Trustees of School District No. 38, office and clerical employees, Richmond, B.C.	630	2.3	3.5	18	2003-06-30
Board of School Trustees of School District No. 39, office and clerical employees, Vancouver, B.C.	1,540	1.9	2.8	18	2003-06-30
Board of School Trustees of School District No. 41, office and clerical employees, Burnaby, B.C.	1,000	2.3	3.5	18	2003-06-30
Board of School Trustees of School District No. 42, administrative services employees, Maple Ridge-Pitt Meadows, B.C.	510	2.4	3.6	18	2003-06-30
Board of School Trustees of School District No. 43, office and clerical employees, Coquitlam, B.C.	1,090	2.3	3.5	18	2003-06-30
Board of School Trustees of School District No. 44, office and clerical employees, North Vancouver, B.C.	860	2.3	3.5	18	2003-06-30
Board of School Trustees of School District No. 57, office and clerical employees, Prince George, B.C.	1,130	2.3	3.5	18	2003-06-30
Board of School Trustees of School District No. 61, office and clerical employees, Victoria, B.C.	920	2.3	3.5	18	2003-06-30
Board of School Trustees of School District No. 68, office and clerical employees, Nanaimo, B.C.	650	2.7	4.1	18	2003-06-30
Board of School Trustees of School District No. 73, support employees, Kamloops, B.C.	710	2.4	3.6	18	2003-06-30
Calgary Regional Health Authority, non-medical employees, Calgary, Alta.	620	3.3	4.0	36	2005-03-31
Calgary Regional Health Authority, non-medical employees, Calgary, Alta.	650	3.3	4.0	36	2005-03-31
Calgary Regional Health Authority, Foothills and Children's Hospital, health and social care professionals, Calgary, Alta.	2,800	3.5	4.0	24	2004-04-01
Capital Health Authority, non-medical employees, Edmonton, Alta.	2,040	3.5	4.0	24	2004-03-31
Capital Health Authority (Royal Alexandra Hospital), non-medical employees, Edmonton, Alta.	1,050	3.4	4.0	36	2005-03-31
Caritas Health Group (Grey Nuns Hospital and Edmonton General Hospital), non-medical employees, Edmonton, Alta.	760	3.4	4.0	36	2005-03-31
Carleton University, teaching assistants, Ottawa, Ont.	1,200	2.5	3.0	24	2004-08-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Government of New Brunswick, support employees, province-wide, N.B.	1,640	2.3	2.7	48	2006-02-28
Government of Nova Scotia, elementary and secondary teachers, province-wide, N.S.	10,000	3.4	3.5	43	2005-07-31
Hamilton-Wentworth Catholic District School Board, elementary teachers, Hamilton, Ont.	1,200	3.8	4.6	24	2004-08-31
Hastings and Prince Edward District School Board, office and clerical employees, Belleville, Ont.	660	3.0	3.0	24	2004-08-31
Kawartha Pine Ridge District School Board, office employees and technicians, Peterborough, Ont.	1,200	2.9	6.2	36	2005-08-31
Limestone District School Board, elementary teachers, Kingston, Ont.	800	3.2	3.1	24	2004-08-31
McMaster University, teaching assistants, Hamilton, Ont.	1,880	2.6	2.5	28	2004-12-31
Memorial University of Newfoundland, administrative services employees, St. John's, Nfld. and Labrador	870	4.0	2.5	30	2004-03-31
Okanagan Labour Relations Council, office and clerical employees, Revelstoke, B.C.	1,020	2.3	3.5	18	2003-06-30
Ottawa-Carleton Catholic District School Board, occasional teachers, Ottawa, Ont.	840	4.4	3.0	24	2004-08-31
Peel District School Board, custodial, Mississauga, Ont.	840	3.0	3.0	12	2003-08-31
Peel District School Board, office and clerical employees, Mississauga, Ont.	600	3.0	3.0	12	2003-08-31
Peterborough Victoria Northumberland and Clarington Catholic District School Board, support employees, Peterborough, Ont.	500	3.4	4.1	36	2005-08-31
Provincial Health Authorities of Alberta, health service-non-professionals, Lakeland, Alta.	1,000	3.5	4.0	24	2004-03-31
Regional Health Authorities of Manitoba, home care workers, province-wide, Man.	5,500	3.2	3.0	36	2005-03-31
Thames Valley District School Board, secondary teachers, London, Ont.	1,660	4.2	4.2	12	2003-08-30
Trillium Lakelands District School Board, elementary teachers, Lindsay, Ont.	790	3.3	3.7	24	2004-08-31
Université de Sherbrooke, support employees, Sherbrooke, Que.	710	2.0	2.0	12	2003-12-31
Université du Québec à Chicoutimi, lecturers, Chicoutimi, Que.	700	2.0	2.0	12	2003-12-31
University of Guelph, teaching assistants, Guelph, Ont.	860	3.7	3.5	36	2005-08-31
University of Montréal, lecturers, Montréal, Que.	2,610	0.7	2.0	36	2006-08-31
University of Regina, professors, Regina, Sask.	800	3.6	3.5	36	2005-06-30
Upper Grand District School Board, secondary teachers, Guelph, Ont.	710	4.2	4.2	12	2003-08-31
Waterloo Catholic District School Board, elementary teachers, Kitchener, Ont.	930	3.0	3.0	24	2004-08-31
Waterloo Catholic District School Board, secondary teachers, Kitchener, Ont.	520	3.0	3.0	24	2004-08-31
Waterloo Region District School Board, occasional teachers, Kitchener, Ont.	800	3.7	0.0	24	2002-08-31
Waterloo Region District School Board, teaching assistants, Kitchener, Ont.	530	3.0	3.0	12	2003-08-31
York Region District School Board, elementary teachers, Aurora, Ont.	3,580	3.2	3.3	24	2004-08-31
York Region District School Board, occasional teachers, Aurora, Ont.	1,150	3.2	3.3	24	2004-08-31
York Region District School Board, secondary and occasional teachers, Aurora, Ont.	2,260	3.2	3.3	24	2004-08-31
Entertainment and Hospitality (3 agreements)	**3,010**	**3.3**	**3.5**	**36.0**	
Cara Operations Limited, hotel and restaurant employees, Toronto, Ont.	1,200	3.6	3.5	36	2006-01-14
Maple Leaf Sports and Entertainment Ltd., food service employees, Toronto, Ont.	1,130	3.3	4.0	36	2005-06-30
Woodbine Entertainment Group, racetrack employees, province-wide, Ont.	680	2.7	2.8	36	2005-12-31

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Public Administration (5 agreements)	**4,970**	**2.8**	**2.4**	**29.3**	
City of Hamilton and Region of Hamilton-Wentworth, inside and outside employees, Hamilton, Ont.	2,010	3.0	2.0	33	2003-12-31
City of Thunder Bay, inside and outside employees, Thunder Bay, Ont.	720	3.0	3.0	36	2005-12-31
Municipal Property Assessment Corporation, administrative and support employees, province-wide, Ont.	1,100	3.0	3.0	36	2005-12-31
Société immobilière du Québec, office and clerical employees, Montréal, Que.	500	2.0	2.0	12	2003-12-31
The Construction Commission of Quebec, office and clerical employees, province-wide, Que.	640	2.0	2.0	12	2003-12-31
Agreements with COLA (9 agreements)	**7,730**	**1.8***	**1.6**	**45.1**	
Agreements without COLA (77 agreements)	**100,250**	**2.9**	**3.1**	**29.9**	
All agreements (86 agreements)	**107,980**	**2.8**	**3.0**	**31.0**	

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Source: Workplace Information Directorate

A list of settlements of small bargaining units (less than 500 employees) for 2002 is available on the Workplace Information Directorate Website at:

http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/.

Negotech

A searchable labour relations database developed and maintained by the Workplace Information Directorate, Human Resources Development Canada, providing timely information on the key aspects of collective bargaining in Canada through:

- settlement reports containing the highlights of important benefit changes including wage adjustments in recently signed collective agreements;
- access to full collective agreement contract language; and
- customized data searches.

For further information, contact the Workplace Information Directorate at:

1-800-567-6866 or (819) 997-3117
Website: http://hrdc.gc.ca/labour/nego

Table 1

Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Year												
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	276	17.0	635.2	3.9	283	26.1	521.0	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	321	25.3	709.2	3.6	232	26.0	412.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	294	30.0	736.0	5.2	159	28.6	265.8	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	301	21.7	975.9	2.0	195	32.2	330.9	2.6	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	-0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	215	31.5	629.6	0.6	187	35.9	279.2	1.4	402	32.8	908.8	0.9
1996	212	31.7	564.3	0.5	166	34.7	246.1	1.7	378	32.6	810.4	0.9
1997	220	30.3	370.3	1.1	159	38.1	321.9	1.8	379	33.9	692.2	1.5
1998	221	31.1	646.3	1.6	191	33.7	292.0	1.8	412	31.9	938.3	1.7
1999	219	35.0	510.6	2.0	160	38.3	317.6	2.7	379	36.3	828.1	2.2
2000	303	33.6	918.0	2.5	103	42.1	163.3	2.4	406	34.9	1,081.3	2.5
2001	258	31.9	690.3	3.3	167	36.7	299.4	3.0	425	33.4	989.7	3.2
2002	261	25.9	778.6	2.9	108	40.9	213.5	2.6	369	29.1	992.1	2.8
2003 *	62	27.8	81.5	2.9	24	40.8	26.5	2.3	86	31.0	108.0	2.8
* Year to Date												
Quarter												
2000 I	122	39.9	497.4	2.4	30	30.5	39.2	3.0	152	39.2	536.6	2.4
II	58	21.3	208.4	2.5	29	41.1	34.3	2.6	87	24.1	242.7	2.6
III	44	33.5	79.6	2.6	20	52.2	58.8	1.9	64	41.4	138.4	2.3
IV	79	29.3	132.5	3.0	24	38.6	31.0	2.3	103	31.1	163.6	2.9
2001 I	59	29.7	144.3	3.9	20	35.9	34.1	2.5	79	30.8	178.4	3.6
II	88	30.9	200.8	3.0	70	35.6	110.7	3.0	158	32.6	311.5	3.0
III	58	31.2	129.0	3.7	45	36.5	122.1	3.2	103	33.8	251.1	3.5
IV	53	34.9	216.2	3.0	32	41.5	32.5	2.4	85	35.8	248.7	3.0
2002 I	47	34.7	176.0	3.0	18	36.5	33.3	2.1	65	35.0	209.3	2.9
II	105	19.9	406.0	2.7	26	38.0	49.4	2.5	131	21.8	455.3	2.6
III	49	30.9	104.2	3.1	43	45.5	83.1	2.4	92	37.4	187.4	2.8
IV	60	30.0	92.4	3.2	21	39.0	47.7	3.4	81	33.0	140.1	3.3
2003 I	62	27.8	81.5	2.9	24	40.8	26.5	2.3	86	31.0	108.0	2.8
II	-	-	-	-	-	-	-	-	-	-	-	-
III	-	-	-	-	-	-	-	-	-	-	-	-
IV	-	-	-	-	-	-	-	-	-	-	-	-

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 2

Effective Wage Adjustment in Base Rates, by Region/Jurisdiction, by Year and Quarter

	2000	2001	2002	2002			2003
				2	3	4	1
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	2.5	3.2	2.8	2.6	2.8	3.3	2.8
Atlantic	2.6	3.9	4.1	3.9	3.2	2.7	3.2
Newfoundland and Labrador	3.3	5.0	6.6	6.0	-	5.0	3.0
Prince Edward Island	2.2	3.1	4.9	3.2	6.0	-	2.7
Nova Scotia	2.2	3.7	2.4	2.3	2.5	2.5	3.4
New Brunswick	2.8	3.4	2.7	2.3	3.3	2.3	2.3
Quebec	2.4	2.8	2.1	2.1	2.3	2.0	1.8
Ontario	2.6	2.9	3.0	2.8	3.0	3.4	3.1
Prairies	3.9	4.2	4.3	5.4	3.7	3.8	3.4
Manitoba	2.6	2.4	4.0	5.4	3.0	3.2	3.1
Saskatchewan	3.5	2.9	3.9	4.2	3.9	3.8	3.6
Alberta	4.7	5.1	4.9	6.3	4.4	3.9	3.5
British Columbia	1.6	3.1	1.9	1.0	1.4	2.0	2.3
Territories	2.9	3.1	3.0	3.0	-	3.1	-
Multiprovince	2.4	3.2	4.3	-	4.3	-	-
Federal	2.2	3.0	2.8	2.8	2.9	2.8	2.1
Public Sector							
CANADA	2.5	3.3	2.9	2.7	3.1	3.2	2.9
Atlantic	2.9	4.0	4.3	4.1	3.1	3.1	3.3
Newfoundland and Labrador	5.3	5.0	7.2	7.1	-	5.0	4.0
Prince Edward Island	2.2	3.1	4.9	3.2	6.0	-	-
Nova Scotia	2.2	3.8	2.3	2.3	2.1	2.5	3.4
New Brunswick	3.5	3.5	3.0	2.4	3.3	3.2	2.3
Quebec	2.3	2.7	2.0	2.0	3.0	2.2	1.4
Ontario	2.7	3.0	2.9	2.8	2.8	3.0	3.2
Prairies	3.9	4.1	4.8	6.1	3.9	3.9	3.3
Manitoba	2.5	2.4	4.6	6.4	3.0	3.2	3.1
Saskatchewan	3.6	2.9	4.4	5.3	3.9	4.2	3.6
Alberta	4.7	4.9	5.1	6.3	5.0	3.9	3.5
British Columbia	1.4	3.2	2.2	0.2	1.9	-	2.3
Territories	2.9	3.1	3.0	3.0	-	3.1	-
Multiprovince	-	-	-	-	-	-	-
Federal	2.2	3.1	2.9	2.9	2.9	3.4	2.8
Private Sector							
CANADA	2.4	3.0	2.6	2.5	2.4	3.4	2.3
Atlantic	1.7	3.3	2.7	2.7	4.0	0.5	2.7
Newfoundland and Labrador	2.0	-	3.0	3.0	-	-	2.7
Prince Edward Island	-	-	-	-	-	-	2.7
Nova Scotia	1.7	3.3	4.0	-	4.0	-	-
New Brunswick	1.4	3.0	1.4	2.0	-	0.5	-
Quebec	3.3	2.8	2.5	3.3	2.2	1.7	2.2
Ontario	2.3	2.8	3.2	2.4	3.2	4.0	2.6
Prairies	3.9	4.9	1.6	0.8	2.5	1.8	3.8
Manitoba	3.3	2.5	1.3	0.0	2.7	-	-
Saskatchewan	2.0	3.3	1.6	1.6	-	1.8	-
Alberta	5.0	5.5	2.3	-	2.3	-	3.8
British Columbia	2.0	1.7	1.4	1.9	1.3	2.0	-
Territories	-	-	-	-	-	-	-
Multiprovince	2.4	3.2	4.3	-	4.3	-	-
Federal	2.2	2.5	2.6	2.8	3.0	2.7	1.8

Table 3

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	2000		2001		2002	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors						
CANADA	406	1,081.3	425	989.7	389	992.1
Atlantic	19	28.5	33	62.9	27	48.2
Newfoundland and Labrador	4	5.0	7	16.1	6	17.7
Prince Edward Island	2	1.3	5	6.7	2	1.7
Nova Scotia	4	11.7	15	19.4	10	16.7
New Brunswick	9	10.4	6	20.6	9	12.2
Quebec	96	345.9	42	110.6	76	304.0
Ontario	150	286.9	181	309.4	140	317.6
Prairies	62	109.3	76	147.8	61	128.4
Manitoba	20	29.7	16	12.8	23	44.6
Saskatchewan	4	14.3	14	41.9	13	34.0
Alberta	38	65.2	46	93.1	25	49.8
British Columbia	38	67.7	34	167.1	33	93.3
Territories	3	5.6	2	2.0	2	3.8
Multiprovince	3	2.8	8	13.8	1	1.0
Federal	35	234.7	49	176.3	29	95.8
Public Sector						
CANADA	303	918.0	258	690.3	261	778.6
Atlantic	10	20.6	25	55.5	22	42.9
Newfoundland and Labrador	3	2.0	7	16.1	5	15.2
Prince Edward Island	2	1.3	5	6.7	2	1.7
Nova Scotia	2	10.6	8	13.3	8	15.6
New Brunswick	3	6.7	5	19.4	7	10.5
Quebec	76	322.0	18	25.8	60	270.3
Ontario	105	212.6	108	187.0	99	225.8
Prairies	58	106.0	55	118.1	49	111.9
Manitoba	19	28.6	9	7.2	17	37.2
Saskatchewan	3	13.8	12	40.6	8	27.9
Alberta	36	63.7	34	70.3	24	46.8
British Columbia	29	41.6	24	157.6	12	60.2
Territories	3	5.6	2	2.0	2	3.8
Multiprovince	-	-	-	-	-	-
Federal	22	209.5	26	144.3	17	63.7
Private Sector						
CANADA	103	163.3	167	299.4	108	213.5
Atlantic	9	7.8	8	7.3	5	5.3
Newfoundland and Labrador	1	3.0	-	-	1	2.5
Prince Edward Island	-	-	-	-	-	-
Nova Scotia	2	1.1	7	6.1	2	1.1
New Brunswick	6	3.7	1	1.2	2	1.7
Quebec	20	23.8	24	84.7	16	33.6
Ontario	45	74.3	73	122.5	41	91.8
Prairies	4	3.2	21	29.7	12	16.6
Manitoba	1	1.1	7	5.7	6	7.4
Saskatchewan	1	0.6	2	1.2	5	6.1
Alberta	2	1.5	12	22.8	1	3.0
British Columbia	9	26.0	10	9.4	21	33.2
Territories	-	-	-	-	-	-
Multiprovince	3	2.8	8	13.8	1	1.0
Federal	13	25.2	23	32.0	12	32.0

Table 3 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	2002						2003	
	2		3		4		1	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	131	455.3	92	187.4	81	140.1	86	108.0
Atlantic	10	22.1	8	8.7	5	4.3	5	15.7
Newfoundland and Labrador	4	9.2	-	-	1	0.5	2	3.4
Prince Edward Island	1	0.6	1	1.0	-	-	1	0.6
Nova Scotia	2	8.1	4	4.9	2	1.9	1	10.0
New Brunswick	3	4.2	3	2.8	2	1.9	1	1.6
Quebec	55	266.9	6	14.9	5	9.7	9	10.2
Ontario	35	86.6	37	67.3	46	84.8	36	36.8
Prairies	16	47.6	13	40.2	15	24.9	12	18.0
Manitoba	6	19.5	6	14.8	2	2.1	2	6.7
Saskatchewan	4	12.2	1	12.4	4	4.4	1	0.8
Alberta	6	15.9	6	13.0	9	18.4	9	10.6
British Columbia	6	9.6	20	34.1	3	2.1	15	14.5
Territories	1	3.2	-	-	1	0.6	-	-
Multiprovince	-	-	1	1.0	-	-	-	-
Federal	8	19.4	7	21.2	6	13.7	9	12.8
Public Sector								
CANADA	105	406.0	49	104.2	60	92.4	62	81.5
Atlantic	8	18.6	6	7.6	4	3.7	3	12.5
Newfoundland and Labrador	3	6.7	-	-	1	0.5	1	0.9
Prince Edward Island	1	0.6	1	1.0	-	-	-	-
Nova Scotia	2	8.1	2	3.8	2	1.9	1	10.0
New Brunswick	2	3.2	3	2.8	1	1.3	1	1.6
Quebec	50	256.4	1	2.8	3	5.3	6	5.7
Ontario	26	78.8	22	31.0	36	55.5	25	27.9
Prairies	13	40.9	9	34.8	14	24.2	11	17.2
Manitoba	5	16.4	3	12.4	2	2.1	2	6.7
Saskatchewan	2	8.7	1	12.4	3	3.6	1	0.8
Alberta	6	15.9	5	10.0	9	18.4	8	9.7
British Columbia	3	4.9	5	7.6	-	-	15	14.5
Territories	1	3.2	-	-	1	0.6	-	-
Multiprovince	-	-	-	-	-	-	-	-
Federal	4	3.2	6	20.5	2	3.1	2	3.7
Private Sector								
CANADA	26	49.4	43	83.1	21	47.7	24	26.5
Atlantic	2	3.5	2	1.1	1	0.6	2	3.1
Newfoundland and Labrador	1	2.5	-	-	-	-	1	2.5
Prince Edward Island	-	-	-	-	-	-	1	0.6
Nova Scotia	-	-	2	1.1	-	-	-	-
New Brunswick	1	1.0	-	-	1	0.6	-	-
Quebec	5	10.6	5	12.1	2	4.4	3	4.5
Ontario	9	7.9	15	36.3	10	29.3	11	8.9
Prairies	3	6.7	4	5.5	1	0.7	1	0.9
Manitoba	1	3.2	3	2.5	-	-	-	-
Saskatchewan	2	3.5	-	-	1	0.7	-	-
Alberta	-	-	1	3.0	-	-	1	0.9
British Columbia	3	4.6	15	26.5	3	2.1	-	-
Territories	-	-	-	-	-	-	-	-
Multiprovince	-	-	1	1.0	-	-	-	-
Federal	4	16.1	1	0.7	4	10.6	7	9.1

Table 4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Primary Industries												
2000	1	40.0	0.5	2.0	3	36.0	4.9	1.8	4	36.4	5.5	1.8
2001	4	40.9	3.3	3.1	2	45.5	3.1	2.1	6	43.1	6.4	2.6
2002	1	48.0	0.6	1.5	2	36.0	1.7	1.8	3	39.2	2.4	1.7
2002 II	1	48.0	0.6	1.5	-	-	-	-	1	48.0	0.6	1.5
III	-	-	-	-	2	36.0	1.7	1.8	2	36.0	1.7	1.8
IV	-	-	-	-	-	-	-	-	-	-	-	-
2003 I	-	-	-	-	1	36.0	0.7	1.4	1	36.0	0.7	1.4
Utilities												
2000	14	24.5	25.1	3.5	-	-	-	-	14	24.5	25.1	3.5
2001	10	26.4	12.5	2.6	4	47.0	9.8	2.4	14	35.5	22.3	2.5
2002	13	30.9	17.9	2.4	2	36.0	1.3	3.0	15	31.3	19.1	2.4
2002 II	5	40.1	6.4	0.7	-	-	-	-	5	40.1	6.4	0.7
III	3	34.2	4.1	3.3	-	-	-	-	3	34.2	4.1	3.3
IV	2	30.5	1.3	3.9	2	36.0	1.3	3.0	4	33.2	2.6	3.4
2003 I	2	24.0	1.6	3.9	-	-	-	-	2	24.0	1.6	3.9
Construction												
2000	7	25.2	8.9	3.6	1	48.0	0.5	2.7	8	26.4	9.4	3.6
2001	62	34.8	191.6	3.2	3	60.0	2.5	3.5	65	35.1	194.1	3.2
2002	12	47.4	23.7	1.2	-	-	-	-	12	47.4	23.7	1.2
2002 II	-	-	-	-	-	-	-	-	-	-	-	-
III	12	47.4	23.7	1.2	-	-	-	-	12	47.4	23.7	1.2
IV	-	-	-	-	-	-	-	-	-	-	-	-
2003 I	-	-	-	-	-	-	-	-	-	-	-	-
Manufacturing												
2000	36	33.5	47.4	2.2	17	35.8	21.7	3.6	53	34.2	69.0	2.7
2001	23	46.4	18.7	2.3	27	36.2	26.3	2.8	50	40.4	44.9	2.6
2002	28	41.4	34.2	2.8	20	36.9	56.4	3.8	48	38.6	90.6	3.5
2002 II	9	40.3	15.4	3.1	5	36.0	4.7	2.4	14	39.3	20.1	2.9
III	5	49.6	4.3	2.6	9	37.6	25.2	3.8	14	39.4	29.5	3.6
IV	7	47.4	4.4	2.4	6	36.3	26.6	4.2	13	37.9	30.9	3.9
2003 I	9	31.5	9.8	2.5	4	48.6	3.7	1.8	13	36.2	13.5	2.3
Wholesale and Retail Trade												
2000	12	53.8	33.0	1.9	2	71.4	10.6	1.0	14	58.1	43.6	1.7
2001	6	48.5	4.8	1.6	-	-	-	-	6	48.5	4.8	1.6
2002	16	40.8	38.4	2.0	1	36.0	5.2	1.4	17	40.2	43.6	1.9
2002 II	6	34.4	13.0	2.0	-	-	-	-	6	34.4	13.0	2.0
III	5	49.6	14.3	2.2	-	-	-	-	5	49.6	14.3	2.2
IV	1	36.0	1.2	1.8	-	-	-	-	1	36.0	1.2	1.8
2003 I	-	-	-	-	-	-	-	-	-	-	-	-
Transportation												
2000	14	39.0	41.1	2.7	5	34.3	53.6	2.2	19	36.3	94.7	2.4
2001	26	36.7	36.8	2.7	3	46.8	4.9	3.3	29	37.9	41.7	2.8
2002	10	40.0	26.2	2.7	2	37.7	3.5	3.0	12	39.7	29.7	2.7
2002 II	3	36.0	10.8	2.7	-	-	-	-	3	36.0	10.8	2.7
III	1	36.0	1.1	5.4	-	-	-	-	1	36.0	1.1	5.4
IV	3	45.3	9.8	2.7	-	-	-	-	3	45.3	9.8	2.7
2003 I	5	45.1	7.6	2.7	2	36.0	1.5	1.5	7	43.6	9.1	2.5

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 4 (continued)

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Information and Culture												
2000	8	39.4	10.3	2.9	-	-	-	-	8	39.4	10.3	2.9
2001	6	34.5	8.9	3.2	1	60.0	1.1	3.2	7	37.4	10.1	3.2
2002	8	34.5	22.3	3.1	1	36.0	0.9	2.3	9	34.6	23.2	3.0
2002 II	3	35.7	14.2	3.1	1	36.0	0.9	2.3	4	35.7	15.1	3.1
III	4	31.9	7.1	3.0	-	-	-	-	4	31.9	7.1	3.0
IV	-	-	-	-	-	-	-	-	-	-	-	-
2003 I	2	34.0	3.5	1.4	1	72.0	0.7	1.4	3	40.0	4.1	1.4
Finance, Real Estate and Management Services												
2000	7	35.4	12.0	1.7	1	36.0	1.1	2.8	8	35.4	13.1	1.8
2001	13	37.0	15.6	2.2	-	-	-	-	13	37.0	15.6	2.2
2002	8	55.2	12.6	2.1	-	-	-	-	8	55.2	12.6	2.1
2002 II	1	24.0	0.8	0.0	-	-	-	-	1	24.0	0.8	0.0
III	2	59.0	8.7	1.9	-	-	-	-	2	59.0	8.7	1.9
IV	4	50.9	2.5	3.5	-	-	-	-	4	50.9	2.5	3.5
2003 I	-	-	-	-	1	36.0	1.2	2.6	1	36.0	1.2	2.6
Education, Health and Social Services												
2000	201	38.2	503.6	2.6	1	36.0	0.9	4.7	202	38.2	504.5	2.6
2001	164	28.7	301.8	3.5	5	36.8	101.3	3.4	169	30.7	403.1	3.5
2002	175	23.1	503.4	3.0	3	43.1	2.7	3.6	178	23.2	506.1	3.0
2002 II	79	16.1	270.6	2.8	1	36.0	0.9	2.6	80	16.2	271.5	2.8
III	25	29.3	56.7	3.4	1	36.0	1.0	5.5	26	29.4	57.7	3.4
IV	40	26.2	56.9	3.2	-	-	-	-	40	26.2	56.9	3.2
2003 I	51	27.7	69.8	3.0	-	-	-	-	51	27.7	69.8	3.0
Entertainment and Hospitality												
2000	6	46.2	7.7	3.0	-	-	-	-	6	46.2	7.7	3.0
2001	4	36.0	6.4	4.0	-	-	-	-	4	36.0	6.4	4.0
2002	12	44.3	10.7	2.4	1	36.0	0.6	2.5	13	43.9	11.3	2.4
2002 II	2	46.5	4.0	1.9	-	-	-	-	2	46.5	4.0	1.9
III	7	41.8	4.3	3.3	-	-	-	-	7	41.8	4.3	3.3
IV	2	43.6	1.5	2.2	-	-	-	-	2	43.6	1.5	2.2
2003 I	3	36.0	3.0	3.3	-	-	-	-	3	36.0	3.0	3.3
Public Administration												
2000	69	25.9	293.2	2.3	1	36.0	5.3	2.4	70	26.1	298.5	2.3
2001	56	32.5	204.0	3.1	6	36.0	36.5	3.3	62	33.1	240.6	3.1
2002	52	30.1	227.8	2.6	2	36.0	2.2	2.7	54	30.2	230.0	2.6
2002 II	15	25.5	113.0	2.4	-	-	-	-	15	25.5	113.0	2.4
III	16	32.6	35.3	2.7	-	-	-	-	16	32.6	35.3	2.7
IV	14	34.6	34.7	2.9	-	-	-	-	14	34.6	34.7	2.9
2003 I	5	29.3	5.0	2.8	-	-	-	-	5	29.3	5.0	2.8

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 5

Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered, by year and Quarter

	2000	2001	2002	2002			2003
				2	3	4	1
All Industries							
Wage Adjustment (%)	2.5	3.2	2.8	2.6	2.8	3.3	2.8
Number of Agreements	406	425	369	131	92	81	86
Number of Employees (000's)	1,081.3	989.7	992.1	455.3	167.4	140.1	108.0
Private Sector							
Wage Adjustment (%)	2.4	3.0	2.6	2.5	2.4	3.4	2.3
Number of Agreements	103	167	108	26	43	21	24
Number of Employees (000's)	163.3	299.4	213.5	49.4	83.1	47.7	26.5
Public Sector							
Wage Adjustment (%)	2.5	3.3	2.9	2.7	3.1	3.2	2.9
Number of Agreements	303	258	261	105	49	60	62
Number of Employees (000's)	918.0	690.3	778.6	406.0	104.2	92.4	81.5
Federal Administration							
Wage Adjustment (%)	2.1	3.0	2.9	3.9	2.8	3.4	-
Number of Agreements	18	17	11	2	4	2	-
Number of Employees (000's)	154.8	131.5	54.8	1.3	16.9	3.1	-
Federal Crown Corporations							
Wage Adjustment (%)	2.2	3.7	2.8	2.1	3.0	-	2.5
Number of Agreements	3	7	6	2	2	-	1
Number of Employees (000's)	46.6	9.1	8.9	1.9	3.6	-	1.8
Provincial Administration							
Wage Adjustment (%)	2.6	3.5	2.3	2.4	1.9	2.4	2.9
Number of Agreements	37	26	24	13	4	3	5
Number of Employees (000's)	114.4	86.2	135.9	113.0	8.4	3.8	8.9
Local Administration							
Wage Adjustment (%)	2.5	2.6	3.0	2.8	3.4	3.0	2.9
Number of Agreements	33	28	30	6	8	12	5
Number of Employees (000's)	69.2	38.3	61.4	16.9	10.4	29.6	5.8
Education, Health and Social Services							
Wage Adjustment (%)	2.6	3.5	3.0	2.8	3.4	3.4	3.0
Number of Agreements	200	167	179	80	26	39	50
Number of Employees (000's)	501.9	400.5	505.8	271.5	60.9	53.4	64.3
Public Utilities							
Wage Adjustment (%)	3.6	2.8	3.1	2.2	3.3	3.4	4.0
Number of Agreements	12	13	11	2	3	4	1
Number of Employees (000's)	31.0	24.7	11.8	1.4	4.1	2.6	0.8

Table 6

Selected Economic Indicators by Year and Quarter

	2000	2001	2002	2002-2003 2	3	4	1
Wage Settlements (%)	2.5	3.2	2.8	2.6	2.8	3.3	2.8
Public Sector (%)	2.5	3.3	2.9	2.7	3.1	3.2	2.9
Private Sector (%)	2.4	3.0	2.6	2.5	2.4	3.4	2.3
Agreements in Force	2.3	2.8	2.9	3.0	2.9	2.8	2.5
Public Sector (%)	2.2	2.9	3.1	3.1	3.0	2.9	2.4
Private Sector (%)	2.4	2.7	2.7	2.8	2.7	2.5	2.6
Consumer Price Index							
Per Cent Change[1]	2.7	2.6	2.2	1.3	2.3	3.8	4.5
GDP[2] at Basic Prices[3]							
Per Cent Change[1]	4.7	1.4	3.0	3.1	3.5	3.9	3.2
Labour Productivity Growth (%)	1.9	0.8	1.0	1.4	1.3	0.1	-0.5
Unit Labour Cost (%)	3.7	2.6	1.5	0.9	1.1	2.2	2.1
Unemployment Rate[3]	6.8	7.2	7.7	7.6	7.6	7.6	7.4
Employment (000's)[3]	14,910	15,077	15,412	15,348	15,481	15,604	15,689
Per Cent Change[1]	2.6	1.1	2.2	1.8	2.7	3.4	3.2
Average Weekly Earnings[3]	$ 655.51	$ 667.37	$ 681.02	$ 678.95	$ 682.08	$ 687.02	$ 686.07
Per Cent Change[1]	2.4	1.8	2.0	2.2	1.9	2.1	1.5
Average Hourly Earnings	$ 16.48	$ 16.78	$ 17.08	$ 17.12	$ 17.05	$ 17.02	$ 17.03
Per Cent Change[1]	2.8	1.8	1.8	2.6	1.4	0.1	-0.7

[1] Per cent change from the same period of the previous year

[2] GDP - Gross domestic product at basic prices (1997)

[3] Seasonally adjusted data

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated **cost-of-living allowance (COLA)** payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an **inflation projection of 2.0 per cent** has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities."

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two

is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the federal government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and territorial governments

(a) provincial and territorial government administration;
(b) health, education and social services agencies or institutions:
  (i) public hospitals,
  (ii) provincial residential care facilities,
  (iii) universities,
  (iv) colleges, vocational and trade institutions,
  (v) social services business enterprise,
  (vi) provincial elementary and secondary schools.

(3) Local Government Administration

(a) local government organizations such as: municipalities, boards, commissions;
(b) school boards;
(c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

(a) a government holds more than 50 per cent of its voting equity, directly;
(b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

(a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
  (i) the holding is the largest block of voting equity; and
  (ii) the holding exceeds 33.3 per cent of the voting equity; and
  (iii) the block is larger than the combined percentage of the next two largest blocks;
(b) the commercial enterprise declares that it is effectively controlled by a government;
(c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

Selected Provisions in Collective Agreements

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Clauses Linked to Technological Change and Labour Reorganization in Collective Agreements

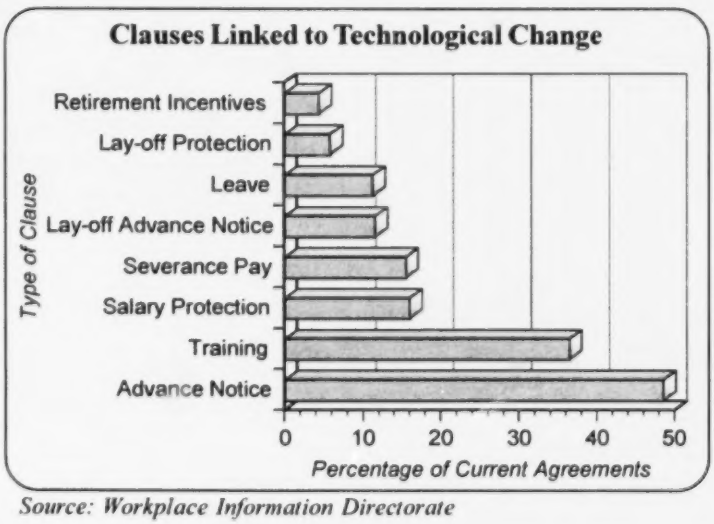
Introduction

By definition, technological change consists of "modifications to the production process brought about by new techniques and manufacturing processes, or by the introduction of machines that put into practice the most recent scientific applications." (Hébert and coll., 2003). Depending on their nature and the industries within which they are introduced, such changes have a profound impact on incumbent workers. This impact may lead to the need to acquire new skills through training or upgrading, to lay-offs, or simply to a period of adjustment to a new work environment.

The *Canada Labour Code*, as well as the Labour relations legislation in the provinces of British Columbia, Saskatchewan, Manitoba and New Brunswick includes provisions stipulating that clauses dealing with technological change must be included in any collective agreement in order to reduce the negative effects of these changes on employees and organizations.

This article will put forth, with the help of examples, the various clauses linked to technological change, which may be found in any given collective agreement.

In Canada, of the 1,147 collective agreements presently in force, fully 59.3 per cent (680 agreements) contain a clause relating to technological change, 48.5 per cent (556 agreements) contain an advance notice clause with respect to technological change, 36.4 per cent (418 agreements) contain



Source: Workplace Information Directorate

a clause with respect to a learning, training, or upgrading obligation, 16 per cent (184 agreements) with respect to salary protection, 15.5 per cent (175 agreements) with respect to total severance pay, 11.5 per cent (137 agreements) with respect to advance notice of lay-off for affected employees, 11.2 per cent (128 agreements) with respect to leave related to technological change, 5.8 per cent (67 agreements) with lay-off protection, and 4.4 per cent (50 agreements) with special early retirement offers or retirement incentives.

Advance Notice of Technological Change

When technological change occurs in a business environment, management must give reasonable advance notice to the union whose members will be affected to allow them to adjust to the situation in order to minimize the negative repercussions such changes may bring about. According to Hébert (1992), the lead-time is usually one, two, or three months. It can be longer though, as is the case in certain large collective agreements.

In Canada, the clause stipulating an advance notice to the union is included in 556 agreements affecting a total of 1,240,710 employees. Of these agreements, 230 (41.4 per cent) were ratified in the public sector while 326 (58.6 per cent) were in the private sector; they covered respectively 887,500 and 353,210 employees.

With regard to areas of activity, it is interesting to note that the majority of these 556 agreements are spread out through the following areas: 193 agreements (34.7 per cent), involving 163,682 employees, are from the manufacturing sector, 114 agreements (20.5 per cent), affecting 446,760 employees, were ratified in the education, health and social services sector, 64 agreements (11.5 per cent), covering 306,830 employees, were from the public administration sector, while 58 agreements (10.4 per cent), for 132,850 employees, were from the transportation industry.

As for the jurisdictions within which the agreements containing clauses imposing advance notice to the union will come into effect, the lion's share are in Quebec with 134 agreements (24.1 per cent) affecting 215,470 employees, followed by Ontario with 127 agreements (22.8 per cent) affecting 247,795 employees. Then comes British Columbia with 84 agreements (15.1 per cent) for 208,221 employees.

Services minéraux industriels inc. and United Steelworkers of America, Local 8432, 2001–2004, 1163602

> *10.16 Technological changes*
> *b) The company informs the union of its intention to introduce technological changes at least three (3) months in advance of such changes if they are likely to cause lay-offs among employees covered by the accreditation certificate.*

Shell Canada Limited and Communications, Energy and Paperworkers Union, 2001–2004, 1133102

> *Article XX Employment security*
> *In the event of technological change or the permanent closure of all or part of the plant which will result in a permanent work force reduction of employees covered by this Agreement, the Company will:*
> *1. Notify the Union six months in advance, in writing on a separate letter addressed to the Local Union President, identifying the numbers of employees affected in the field, plant operations and/or plant maintenance sections.*

Advance Notice of Lay-off for Affected Employees

Certain technological changes in organizations force management to lay-off part, if not all of the employees affected by such changes. The organization is consequently required to give advance notice to the affected employee as well as to the union representing him of his lay-off. In order to do so, an advance notice clause is included in the collective agreement, which binds employer and employees.

Included in a total of 137 collective agreements covering 404,230 employees, advance notice of lay-off clauses are spread out evenly within the public and private sectors; they include respectively 64 agreements (46.7 per cent) affecting 338,280 employees, and 73 agreements (53.3 per cent) covering 65,950 employees.

Forty-five (32.9 per cent) of the 137 agreements that include advance notice of lay-off clauses are in the education, health and social services sector. This represents 277,640 employees. Another 43 (31.4 per cent) can be found in the manufacturing sector, covering 35,870 employees.

The distribution of these agreements among the different jurisdictions indicates that the province of Quebec is ahead of the pack with regard to the number of such agreements with 51 (37.2 per cent) of the 137 agreements; they cover 112,160 employees. It is followed by British Columbia with 23 agreements (16.8 per cent) covering 103,060 employees and Ontario with 21 (15.3 per cent) affecting 123,060 workers.

Abitibi-Consolidated Inc. and Communications, Energy and Paperworkers Union of Canada, 1998–2004, 0120806

> *30.02 Technological improvements and automation can have an impact on employees and the conditions of employment. It is essential that these improvements be used to the best advantage of the Company and the employees. Consequently, the Company proposes to:*
> *c) meet the committee no less than sixty (60) days before the introduction of technological changes and/or automation that the Company has decided to introduce and that will result in lay-offs or other important changes to employees' employment status.*

University of Victoria and Canadian Union of Public Employees, 1999–2002, 0535307

> *30.03 c) Should the introduction of technological and/or organizational change result in the employee's position becoming redundant, the University will give notice of layoff in accordance with Article 17 and provide opportunities for retraining.*
>
> *17.04 Except where the date of layoff is established by the appointment notice, the University will give 4-weeks' notice in the event of layoff. After the completion of a period of employment of 4 consecutive years, employees will receive 4-weeks' notice, and for each subsequent completed year of continuous employment, an addi-*

tional week's notice up to a maximum of 10-weeks' notice. The notice period will not coincide with the employee's schedule vacation.

Learning, Training or Upgrading Obligation

Changes brought about by new technologies are beyond the acquisition of new technical skills. These changes create new organization of work, which may in turn modify the very structure of the organization itself (Jacob and Ducharme, 1995). A learning, training, or upgrading obligation clause included in a collective agreement refers to the employer's obligation, following the introduction of technological changes within the organization, to offer employees affected training, learning, or upgrading opportunities when they do not possess the required skills for the new tasks linked to the position or to assume new functions required by a new position within the organization.

In Canada, 418 current collective agreements, covering 1,010,073 unionized workers, contain such clauses. These agreements are distributed among both public and private sectors where, respectively, 185 agreements (44.3 per cent), covering 779,950 employees, and 233 agreements (55.7 per cent), affecting 230,123 workers may be found.

Among these 418 agreements containing learning, training, or upgrading obligations, 141 (33.7 per cent) are from the manufacturing sector, 98 (23.4 per cent) are from the education, health and social services sector and 54 (12.9 per cent) are from the public administration sector. These three areas of activity account, respectively, for 12.5 per cent, 36.3 per cent, and 30.3 per cent of the 1,010,073 employees covered by such clauses.

Among Canadian jurisdictions, this type of clause is more prevalent in the province of Quebec, where it is part of 117 agreements (28.0 per cent) affecting 204,250 employees. A close second is the province of Ontario, which accounts for 108 agreements (25.8 per cent) covering 226,850 workers, and rounding out the top three is British Columbia with 68 agreements (16.3 per cent) covering 152,991 employees.

Fraser Wharves Ltd. and International Brotherhood of Teamsters, 2000–2003, 1157202

15. e) Re-training and Upgrading – the parties jointly and individually will undertake with the assistance of Canada Manpower and through recognized provincial or local adult training programs, if necessary, to retrain and upgrade regular employees to enable them to become qualified and capable of performing new jobs resulting from or created by the technological or mechanical changes.

Tolko Industries Ltd. and Industrial Wood and Allied Workers of Canada, 1998–2001, 0004606

Article 6 – Technological Change
6:02 When technological changes are implemented every effort will be made by the Company to retrain its employees to satisfactorily perform the new duties required of them.

Leave Related to Technological Change

In cases where technological change occurs within an organization, a clause may be included in the collective agreement, which allows an employee to pursue training or learning activities if the new technologies being implemented require more advanced or simply different skill sets.

It is interesting to note that 92 of the 111 catalogued agreements (82.9 per cent) stipulate the employees are entitled to paid leave while in five cases (4.5 per cent), they are entitled to a partially paid leave, and in only one instance (0.9 per cent) is the leave unpaid. The other 13 agreements (11.7 per cent) are unclear as to the funding of such leave, be it paid by the employee, by the employer, or through a combination of both.

Two areas of activity stand out in the number of collective agreements containing leave related to technological change clauses. Indeed 29 such agreements (26.1 per cent), affecting 118,470 employees, are found in the education, health and social services sector while 19 (17.1 per cent), covering 81,950 employees are from the public administration sector.

Moreover, it is in the province of Quebec that the largest number of these clauses is found. In all, 30 agreements (27.0 per cent) covering 29,470 employees have been concluded in this jurisdiction. Another 23 agreements, covering 92,390 workers, are from Ontario, while the exact same number, affecting 128,395 workers in multiple jurisdictions (multiprovince).

- **Paid leave**
  Securicor Cash Services and National Automobile, Aerospace, Transportation and General Workers Union (CAW-Canada), Local 114, 2001–2004, 1014703

> *Article 35 – Technological Change*
> *35.05 Training*
> *The parties agreed that wherever possible training (including re-qualification training for firearms) would be scheduled during working hours, but in the eventuality that training cannot be accommodated within the normal working week up to forty (40) hours per year per employee, if schedule outside working hours will be payable at straight time.*

- **Partially paid leave**
  Rogers Cable TV and Metro Cable TV Maintenance and Service Employees Association, 1998–2003, 0975505

> *Section 7 – Technology and Education*
> *7.02 c) Access to outside training courses is provided through the Company's educational assistance program. The Company will pay either 75 or 100 per cent of the tuition fees, depending upon applicability of the course to the employee's position. Time spent on this training will be provided by the employee.*

- **Unpaid leave**
  Cartage and Miscellaneous Employees' Union, Local 931 and Association des transporteurs de la région de Montréal, 2001–2006, 0339006

> *20.22 Upgrading*
> *b) The training will be conducted according to the means selected by the Employer and without pay for the employee.*

- **Leave for which it is impossible to determine salary stipulations**
  Rolland Inc. and Communications, Energy and Paperworkers Union of Canada, 1998–2003, 0110006

> *Article 21 – Automation and technological changes*
> *21.04 Regular employees displaced from their jobs due to automation or technological change must be afforded the opportunity of obtaining training in order to become capable of performing new jobs, which their seniority might entitle them to.*

Special Leave to Seek Alternate Employment

A clause stipulating special leave provisions to seek alternate employment allows an employee about to be laid off because of technological change to take time off during working hours to seek employment within another organization.

In Canada, very few current collective agreements contain such a clause. The number is in fact 17 agreements covering 6,230 workers. They are all within the private sector.

Of these 17 agreements, fully 15 (88.2 per cent) are from the manufacturing sector, and two (11.8 per cent) are from the information and culture sector.

Furthermore, it is only in Quebec (11 agreements), New Brunswick (4 agreements), Ontario (1 agreement) and Alberta (1 agreement) that such agreements are found.

Irving Paper and Communications, Energy, and Paperworkers Union of Canada, 2002–2010, 0107405

> *Article XII- Job Security*
> *1. Technological changes, automation and other factors may have an impact on employees and conditions of employment. It is essential that these changes be utilized to the best advantage of both the company and the employees.*
> *(c) (iv) Subject to mill operating requirements, to grant leave of absence for a period of one (1) month, or such other period as is reasonable for employees who, due to lay-off, are transferred to the Call Crew, to enable them to seek employment elsewhere.*

Bravo Canada, City TV, Muchmusic Network MuchMoreMusic Space, Star!, and CHUMCity Interactive and Communications, Energy and Paperworkers Union of Canada, 2000–2003, 0992503

> *10.2 Technological Change*
> *Should the introduction, replacement, supplementation or modification of any machinery, equipment or device result in the layoff of employees as distinguished from layoffs, caused by changes in programming, the Company agrees to the following conditions:*
> *(b) [...] The Company will provide such employees reasonable time off, during their normal work week without loss of salary, to be interviewed for positions outside the Company.*

Protection Against Lay-offs

A protection against lay-off clause refers to an obligation, on the employer's part, to guarantee an employee's current job or another within the organization should technological changes be implemented.

In total, there are 67 current collective agreements with such clauses, covering 164,690 employees. They are distributed as follows: 35 agreements (52.2 per cent), covering 106,530 workers are from the public sector while 32 (47.8 per cent), affecting 58,160 employees are from the private sector.

Taking into account areas of activity, the majority of the 67 collective agreements containing such a protection against lay-off are spread out among four sectors, namely the information and culture sector, which accounts for 18 agreements (26.9 per cent), representing 34,430 employees, the transportation

industry with 12 agreements (17.9 per cent) affecting 74,470 workers, the manufacturing sector with 11 agreements (16.4 per cent) and 5,810 workers, and finally the education, health and social services sector with 10 agreements (14.9 per cent) affecting 13,650 employees.

With regards to the provinces or jurisdictions where these 67 agreements have effect, 27 (40.3 per cent) are from the province of Quebec, 13 (19.4 per cent) are from multiple jurisdictions (multiprovince), and 10 (14.9 per cent) are from Ontario. These cover, respectively, 34,990; 80,470; and 15,770 unionized workers.

Imperial Tobacco and Bakery, Confectionery, Tobacco Workers and Grain Millers International Union, 2000–2004, 0070207

> *26 – Technological Changes, Procedures*
> *The Company will not lay off employees as a result of the introduction of technological changes and in the event that the introduction of technological changes would generate a surplus of employees in excess of plant requirements, the Joint Committee shall consider, among other alternatives,*
> *(a) Retraining;*
> *(b) Transfer on a voluntary basis to other jobs within the Company;*
> *(c) Attrition;*
> *(d) Voluntary termination of employment with an indemnity which will be based on the formula agreed to between the Company and the Union, taking into consideration the characteristics of the group of employees affected as well as the settlements negotiated in the Tobacco Industry;*
> *as a mean to accommodate the number of employees affected.*

Ville de Sherbrooke and Canadian Union of Public Employees, 1997-2001, 0409307

> *Article 20 – Job security*
> *20.04 No permanent employee shall be fired or laid off, nor will a wage reduction be imposed following or because of technical or technological improvements or for whatever alterations or modifications may be brought to the City's structures or administrative system as well as to work procedures.*

Salary Protection

Salary protection clauses guarantee an employee the same level of pay in cases of technological changes within the organization, whether he keeps the same job, is offered an equivalent job, or is offered one where the functions are of a lower level.

Such clauses are included in 184 current collective agreements in Canada, covering a total of 303,365 employees. They are distributed among the public and private sectors as follows: 53 agreements (28.8 per cent) representing 203,490 workers are from the public sector, while 131 agreements (71.2 per cent) covering 99,875 workers are from the private sector.

Of these 184 agreements, the majority (52.7 per cent) are from the manufacturing sector. Indeed this sector accounts for 97 agreements affecting 61,525 employees. It is followed from afar by the education, health and social services sector with 24 agreements (13 per cent) covering 108,400 employees.

Moreover, it is the province of Quebec that accounts for the most agreements including salary protection clauses, namely 27.7 per cent. With its 51 agreements covering 31,390 workers, it precedes British Columbia, which accounts for 36 agreements

(19.8 per cent) affecting 91,650 employees and Ontario with 29 agreements (15.8 per cent) affecting 38,670 employees.

Hudson Bay Mining and Smelting Co. Ltd. and United Steelworkers of America, 2000-2002, 0015805

> *Article 8 – Reduction and Restoration of Forces*
> *8.09 In this article,*
> *(a) (i) "Card rate" means the rate shown on the time card for the job occupation into which an employee has been placed and as it appears on his time card.*
> *(ii) "Red circled" means a special wage rate.*
> *(b) If an employee as a result of technological change or organizational change is downgraded by the Company into a classification of work paying a lesser wage rate than the regular wage rate of his permanent job, the employee shall maintain the rate of the permanent job which shall be red circled. If such employee is subsequently placed into a card rate which equals or exceeds his red circled rate, he will be removed from the red circled rate and paid that card rate.*

Hydro-Québec and Syndicat professionnel des ingénieurs d'Hydro-Québec inc., 1999–2002, 0408707

> *Article 14 – Record of service and job security*
> *14.03 No permanent employee of the Direction will be thanked for their services or will have a wage or wage level reduction imposed on them following technical or technological changes or alterations or modifications to administrative structures.*
>
> *The fact that an employee is not imposed a wage level reduction as indicated above means the employee will continue to receive his annual salary review as provided for.*

Total Severance Pay

Upon introduction of technological change within an organization, it is possible that an employee is given a total severance pay in cash to compensate for the loss of his job when he refuses to accept an equivalent or inferior position within the organization.

There are currently 175 collective agreements that include a total severance pay clause. They affect a total of 210,555 employees. More than three quarters of those (75.4 per cent) are found in the private sector. This represents 132 agreements covering 114,645 workers. The rest, namely 43 agreements (24.6 per cent) covering 95,910 employees, are from the public sector.

It is in the manufacturing sector, with 78 agreements (44.6 per cent) covering 55,372 workers, that the largest number of these agreements can be found. Next come the transportation and information and culture industries with 20 agreements apiece (11.4 per cent) covering respectively 19,910 and 27,630 employees.

On a jurisdictional level, we note that there are 46 agreements (26.3 per cent) containing total severance pay clauses in British Columbia, covering 82,681 employees and 37 (21.1 per cent) in Quebec affecting 19,190 workers.

Saskatchewan Wheat Pool and Grain Services Union, 2000–2003, 0385109

> *Article 24 – Worker Adjustment Process*
> *7. Technological change shall be defined as:*
> *(a) The introduction of equipment or material of a different nature or kind than that previously utilized by the employer in the operation of the work, undertaking or business; and*
> *(b) A change in the manner in which the employer carries on the work, undertaking or business that is directly related to the introduction of that equipment or material.*

8. The following procedure shall apply:
e) The employee may elect to receive Severance llowance as set out in section 9 below herein at the time of the effective date of the layoff notice. The employee may elect to defer the option of Severance Allowance until six months of layoff has lapsed or until the first recall to a position has occurred during that six month period, whichever occurs first.

9. An employee who receives notice of permanent layoff in accordance with this Article shall have the right to exercise the option of accepting severance. An employee who elects severance shall be entitled to two (2) weeks pay for each year of service, pro-rated for partial years.

La Presse ltée. and Office and Professional Employees International Union, 1998–2001, 0142704

Article 7 – Personnel reduction, lay-off, call back, demotion, suspension and dismissal
7.05 5. An employee whose position is affected as per paragraph 2 and who refuses to upgrade, or whose upgrading efforts prove unsuccessful, would be entitled to severance pay at a rate of three (3) weeks' salary per year of regular and uninterrupted employment as defined in the current agreement, in one of the sectors covered by said agreement, but of no less than twenty six (26) weeks and no more than fifty-two (52) weeks.

Said severance pay will be payable, at the discretion of the employee, in one or another of the following methods:
a) Through consecutive weekly allowances each equal to one week's salary and for a number of weeks equal to the number of weeks' severance pay granted; the first to be paid out the week following the employee's departure and so on until disbursement of all sums granted;
b) If the employee were to return to work for the employer before disbursement of all sums granted as per a), said disbursements will immediately cease being due;
c) Through a lump-sum payment equal to the total number of weeks' severance pay granted, on the condition that the employee choosing this option gives up his rights under the call back procedure described in clause 7.03.

Special Early Retirement Offers or Retirement Incentives

The implementation of technological changes in an organization may bring management to make special early retirement offers aimed at attenuating the ill effects of lay-offs.

There are currently 50 collective agreements containing special early retirement offers, and these cover 148,487 Canadian workers. While these agreements are primarily from the private sector (82 per cent), we may also note that 30 of the 50 agreements (60 per cent) were concluded in the manufacturing sector.

Moreover, the provinces of Quebec and Ontario are the jurisdictions where the highest number of these agreements exist with 16 (32 per cent) and 13 (26 per cent) agreements respectively.

Slocan Group, Mackenzie Operations and Pulp, Paper and Woodworkers of Canada, 2000–2003, 0097007

Section XVIII – Job Elimination and Technology Change
9. Retiring Allowance
a) The Company and Union recognize that in face of significant reduction of the workforce due to job elimination, attrition through early retirement is a preferential way to decrease the size of the workforce.

For the term of this Agreement, and consistent with 3. Required Notice for Technological Change and 4. Notice for Job Elimination above, and, the continued availability of a skilled workforce, a one-month window of opportunity will be opened for eligible employees to exercise a retirement leaving option.
b) Employees exercising the option shall terminate their employment within four (4) weeks after the implementation of the job elimination.
c) Eligible employees are those employees who are fifty-five (55) years or older and who qualify for pension benefits under the PPWC Mackenzie Wood Products Plan.
d) Employees wishing to exercise the Retirement Leaving Option shall be entitled to receive a Retirement Allowance equivalent to the value specified in No. 7 above as well as pension benefits in accordance with the applicant's pension entitlement.
e) The Retirement Leaving Allowance may be directly rolled into an RRSP or other tax shelter as may be permissible under the Income Tax Act, otherwise it will be subject to the appropriate tax deductions.

Labatt Alberta Brewery and National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada), 2000–2004, 0068706

Section 11:4 Technological Change
11:4:1 (c) During the first thirty (30) days of the notice period and prior to effecting any layoffs or separations under the Collective Agreement, the Company shall canvass employees eligible for Special Early Retirement ("eligible employees") as to their willingness to elect Special Early Retirement. Such eligible employees shall be approached within each group determined in paragraph (a) in order of seniority and, if they choose to take Special Early Retirement within the above thirty (30) day period and actually retire within thirty (30) days thereafter, will receive a Technological Change Bonus (TCB). The TCB will be determined by dividing the total amount of the separation pay entitlement of all the employees designated for indefinite layoff in paragraph (b) above, by the total number of employees so designated. The number of special early retirees in any group who may receive the TCB will not exceed the number of jobs in that group which are to be permanently displaced by the technological change and, if a greater number of eligible employees in any group so elect to take Special Early Retirement, the TCB will only be paid to the most senior of them.

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(0015806) Hudson Bay Mining and Smelting Co., Ltd and the United Steelworkers of America, 2000–2002.

(0408707) Hydro-Québec and the Syndicat professionnel des ingénieurs d'Hydro-Québec Inc, 1999–2002.

(0070207) Imperial Tobacco and the Bakery, Confectionery, Tobacco Workers and Grain Millers International Union, 2000–2004.

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(0142704) La Presse ltée. and the Office and Professional Employees International Union, 1998–2001.

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(1163602) Services minéraux industriels inc. and the United Steelworkers of America, Local 8432, 2001–2004.

(1133102) Shell Canada Limited and the Communications, Energy, and Paperworkers Union of Canada, 2001–2004.

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(0339006) The Cartage and Miscellaneous Employees' Union, Local 931 and the Association des transporteurs de la région de Montréal, 2001–2006.

(0004606) Tolko Industries Ltd. and Industrial Wood and Allied Workers of Canada, 1998–2001.

(0535307) University of Victoria and the Canadian Union of Public Employees, 1999–2002.

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* *These collective agreements are available in their unabridged form on* ***Negotech****, a searchable labour relations database, accessible at:* http://hrdc.gc.ca/labour/nego/.

WORK STOPPAGES

Workplace Information Directorate
Labour Program, Human Resources Development Canada

First Quarter of 2003 (500 or More Workers)

There were 12 work stoppages involving 500 and more workers during the first quarter of 2003 in Canada. Four major work stoppages accounted for 80 per cent of the person-days not worked. The strike involving Vidéotron ltée. and the Canadian Public Employees Union engaged 125,400 person-days not worked for which represents 37 per cent. In Quebec, the work stoppage of 850 employees of la Corporation des concessionnaires d'automobiles de la région de Québec represented 53,550 person-days not worked and accounted approximately to 16 per cent of the total of person-days not worked in the first quarter. The work stoppage between University of British Columbia and the Canadian Public Employees Union involving 3,500 employees (teaching assistants, office and clerical employees) represented 45,600 person-days not worked. Finally, the work stoppage between l'Université de Montréal and the Canadian Public Employees Union involving 2,000 employees accounted for 44,000 person-days not worked. Those two strikes represented 27 per cent of the total of the person-days not worked.

Table 1

Major Work Stoppages by Jurisdiction, First Quarter 2003

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	-	-	-
Prince Edward Island	-	-	-
Nova Scotia	-	-	-
New Brunswick	-	-	-
Quebec	3	3,350	129,050
Ontario	4	6,600	29,430
Manitoba	-	-	-
Saskatchewan	-	-	-
Alberta	-	-	-
British Columbia	3	4,050	49,350
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	**10**	**14,000**	**207,830**
Canada Labour Code-Part I	2	4,400	126,700
Federal Administration	-	-	-
Federal Total	2	4,400	126,700
Total	**12**	**18,400**	**334,530**

Source: Workplace Information Directorate

Table 2

Major Work Stoppages by Industry, First Quarter 2003

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	-	-	-
Utilities	-	-	-
Construction	-	-	-
Manufacturing	3	2,400	48,860
Wholesale and RetailTrade	1	850	53,550
Transportation	1	2,200	1,300
Information and Culture	1	2,200	125,400
Finance, Real Estate and Management Services	-	-	-
Education, Health and Social Services	5	9,550	96,850
Entertainment and Hospitality	1	1,200	8,570
Public Administration	-	-	-
Various Industries	-	-	-
Total	**12**	**18,400**	**334,530**

Source: Workplace Information Directorate

Fourth Quarter of 2002 (One or More Workers)

Table 3

All Work Stoppages by Jurisdiction, Fourth Quarter 2002

	Cumulative to December 31, 2002		
Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	3	1,023	9,050
Prince Edward Island	2	31	1,511
Nova Scotia	7	1,433	17,615
New Brunswick	5	1,092	33,350
Quebec	103	23,519	525,290
Ontario	116	66,816	1,509,970
Manitoba	7	3,332	22,864
Saskatchewan	6	3,122	43,679
Alberta	3	21,008	212,150
British Columbia	19	37,300	77,345
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	**270**	**148,542**	**2,152,967**
Canada Labour Code-Part I	22	8,081	575,920
Federal Administration	-	-	-
Federal Total	22	8,081	575,920
Total	**292**	**166,757**	**3,028,744**

Source: Workplace Information Directorate

Table 4

All Work Stoppages by Industry, Fourth Quarter 2002

	Cumulative to December 31, 2002		
Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	4	667	87,400
Utilities	2	73	2,960
Construction	6	295	8,390
Manufacturing	92	21,504	541,975
Wholesale and Retail Trade	42	9,982	140,395
Transportation	22	4,300	84,070
Information and Culture	18	6,717	482,500
Finance, Real Estate and Management Services	12	1,878	73,530
Education, Health and Social Services	32	63,772	370,293
Entertainment and Hospitality	42	3,929	34,531
Public Administration	20	53,640	1,202,700
Various Industries	-	-	-
Total	**292**	**166,757**	**3,028,744**

Source: Workplace Information Directorate

A weekly listing of major work stoppages in Canada and a full chronological perspective are available on the Workplace Information Directorate Website at:

http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/.

All Work Stoppages

Table 5

A Chronological Perspective of all Work Stoppages

Period	Number Beginning Month or Year	In Existence During Year or Month*			Percentage of Estimated Working Time
		Total Number	Workers Involved	Person-days Not Worked	
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,070	0.05
1996	297	330	281,438	3,351,240	0.11
1997	229	284	257,664	3,610,210	0.12
1998	341	381	244,402	2,443,870	0.08
1999	358	413	158,415	2,442,580	0.08
2000	321	379	143,456	1,656,790	0.05
2001	324	380	220,446	2,203,780	0.07
2002	249	292	166,757	3,028,744	0.09
2002					
January	20	63	44,048	124,670	0.05
February	15	56	25,214	256,020	0.09
March	14	56	38,666	440,036	0.16
April	19	55	45,067	770,424	0.28
May	29	78	46,150	242,034	0.08
June	17	64	13,932	139,404	0.05
July	35	79	30,354	256,001	0.09
August	22	61	11,634	155,069	0.05
September	19	64	14,194	165,367	0.06
October	31	80	15,367	192,490	0.07
November	16	71	12,962	150,679	0.05
December	12	55	10,820	136,550	0.05

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to 10 or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer—Firm or firms employing the workers reported on strike or locked out.

Location—Location of the plant or premises at which the work stoppage occurred.

Industry—Industry of employer according to the North American Industry Classification System (1997).

Union—The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved—The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date—The day on which the work stoppage began.

Termination Date—The termination date is the day on which work was resumed. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days—Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which

the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days." The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction—Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g. minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

Source: Workplace Information Directorate, Labour Program, Human Resources Development Canada.

Workplace Information

Information sur les milieux de travail

Innovative Workplace Practices

Bruce Aldridge
Workplace Information Directorate
Labour Program, Human Resources Development Canada

This overview of workplace innovations is based on a review of 82 collective agreement settlements negotiated during the first quarter of 2003. Of these, over one-half, 45 settlements, contained provisions considered to be innovative or of particular interest.

Duration

The trend over the past year towards 36-month durations continues. Of the 82 settlements reviewed during the quarter, slightly over one-half (44 collective agreements) had a duration of 36 months. Of the six settlements with 12-month durations, there were two extension agreements, two renewal agreements and two wage reopeners. Sixteen settlements had durations of between 17 and 24 months while eight had durations of between 46 and 48 months. There were eight settlements that had durations of 56 or more months. Of these, two had a duration of 72 months: Shorewood Packaging Corporation in Smith Falls, Ontario, with the Graphic Communications International Union and Services Drummondville inc. in Drummondville, Quebec, with the Union des ouvriers de textile-coton de Drummondville.

Compensation

The innovative element in compensation relates to either additional wage adjustments or classification adjustments and is present in 17 agreements. In the settlement with the Government of New Brunswick and New Brunswick Nurses' Union, employees in the Institutional Group 2 receive an additional 2.5 per cent to **harmonize hourly salaries** with those of the Non-institutional Group 2. Employees at the maximum of the range may be granted up to four re-earnable increments; these temporary payments are not included in base pay and do not constitute pensionable earnings. Increments are based on performance measures through the performance management system.

McMaster University, Hamilton, Ontario and Service Employees International Union have provided **market adjustments** for cafeteria employees in addition to the wage adjustments. These adjustments range from 20¢ to 45¢ per hour, depending on occupation. After a **classification review**, Services Drummondville inc., Drummondville, Quebec and Union des ouvriers du textile-coton de Drummondville, restructured the wage scales which generated an average wage increase of 1.5 per cent before the first general wage adjustment. A **classification adjustment** was also implemented by Avcorp Industries Ltd., Richmond, British Columbia, and International Association of Machinists and Aerospace Workers: a material handler classification was created which combined the duties and responsibilities of three former classifications. The 20 employees affected will receive an additional wage increase of $1.50 per hour.

The Edwards, Unit of PX Canada Inc., Owen Sound, Ontario, and United Steelworkers of America have negotiated a **savings and stock ownership** plan. After one year of service, an employee may contribute a minimum of 3.0 per cent to

the stock fund and the employer contributes 4.0 per cent. If the employee chooses investment options other than the stock fund, the employer's contribution will be 2.5 per cent. An **incentive investment** plan has been established with Kimberley-Clark Forest Products Inc., Terrace Bay, Ontario, and Paper, Allied-Industrial, Chemical and Energy Workers International Union and International Brotherhood of Electrical Workers. Effective January 1, 2004, the employer will match the employee's contribution to a maximum of 5.0 per cent of regular earnings with the first 2.0 per cent of regular earnings being matched at 75 per cent and the next 3.0 per cent at 50 per cent. In a **profit-sharing** plan with Hudson Bay Mining and Smelting Co. Limited, Flin Flon and Snow Lake, Manitoba and various trades unions, 10 per cent of the company's "after tax earnings" shall be distributed to the employees at the end of each year of the contract. Miramar Giant Mine Ltd., Yellowknife, Northwest Territories, and CAW-Canada have a **gold price premium**. When gold prices average within specified ranges for a fiscal year, the base wage will be increased the following quarter by 2.0 per cent per $50 above $500.

Queen's University, Kingston, Ontario, and Queen's University Faculty Association have a special adjustments fund. An amount of $195,000 will be used to adjust salaries of those at the lower end of the pay scale in order to **enhance retention and recruitment**. The adjustments will apply to tenured and tenure-track faculty whose current salary is less than the junior increment cut-off and is determined to be abnormally low considering years of experience and merit history. Another anomaly fund of $250,000 will address equity and career-progression salary anomalies identified by self-application or by recommendation of the Head or Dean, and retention and market-related cases such as **countering external offers or correcting salary inversions**.

A **special severance** fund has been established between B.C. Terminal Elevator Operators' Association, Vancouver, British Columbia and Grain Workers' Union. The employer will contribute $1.8 million for the purpose of early retirement and severance payments. The union is directed to make a proposal to the employers as to how it wishes the fund to be distributed among early retirement applicants and junior employees on layoff status. Should the parties be unable to resolve the distribution, either party may refer the matter to arbitration.

Working Conditions

Algoma Central Railway, system-wide, and various unions have introduced a provision concerning **technological, operational or organizational changes**. The employer will provide details of the change and the number of affected employees to the union. The parties may negotiate terms other than those provided in the collective agreement to minimize the adverse effects on employees. If such terms are not agreed upon within 15 days, they will be referred to a mediation review board. Should the changes result in the permanent layoff of a permanent employee hired before January 1, 1993, the employer shall canvass other permanent employees for volunteers to avoid the involuntary layoff. The voluntarily departing employee would receive a severance payment equal to two weeks pay per year of service up to the lesser of one year's pay or $65,000.

For employees in the **job sharing** program at Exceldor Poultry Cooperative, St-Anselme, Quebec, and Centrale des syndicats démocratiques, the employer will contribute $5.00 per week towards the group life insurance premium. Also, the employer will add 5.2 per cent to each pay period to compensate for paid holidays.

A **peer counselling** pilot program has been established with the City of Ottawa–OC Transpo and Amalgamated Transit Union. The program is to ensure that employees have trained peers available to them to discuss issues of concern at the workplace. The jointly developed training program will include 15 union employees trained in subjects such as conflict resolution, employee assistance counselling and combating harassment and discrimination.

Services Drummondville inc., Drummondville, Quebec and Union des ouvriers du textile-coton de Drummondville have initiated a **new system of work organization**. The plant has been divided into five workshops with a guarantee of no layoffs. Any employee who might be affected is flexible and can be transferred to other comparable occupations within the same group or, if they have the training required, to any other occupation in the group on the basis of operational requirements. Employees cannot refuse training.

A **new employee orientation** program exists with Ryder Truck Rental Canada Ltd., Canada-wide and CAW-Canada. A union representative will meet for up to one hour with new employees as a group during the new driver orientation session to acquaint them with the benefits and duties of union membership and employee responsibilities and obligations to the employer and the union. New dock employees' orientation and training will be limited to two weeks on day shift, after which they will move to the shift based on seniority and training may continue.

The City of Thunder Bay, Ontario and CAW-Canada have introduced the observance of a **minute of silence** each year on April 28, for employees who have been injured on the job, and on December 6, for issues of violence against women.

Training and Development

Services Drummondville inc., Drummondville, Quebec, and Union des ouvriers du textile-coton de Drummondville inc. have introduced a structured training plan for each occupation **to maintain and improve employee skills** in the plant. The skill assessment process takes into account observations by the employees supervisor and by the instructor in relation to job skills. Employees designated by the employer as instructors will receive a 10 per cent premium and are responsible for updating and developing the specific content used in training, writing the manual and any other related tasks.

A **shop steward training** plan between Canada Bread Atlantic Limited, Moncton, New Brunswick, and Bakery, Confectionery, Tobacco Workers and Grain Millers International Union provides information on labour-management relations and safety issues within the plant. Ryder Truck Rental Canada Ltd., Canada-wide and CAW-Canada have a provision whereby the employer contributes three cents per hour, per employee, to provide paid leave to upgrade employee skills in all aspects of **trade union functions**.

The University of Toronto, Toronto, Ontario and Canadian Union of Public Employees have developed an **educational assistance** provision for the library technicians. Employees will have their tuition waived for a University of Toronto degree course, up to and including the Master's level. Fifty per cent of tuition will be reimbursed to employees completing job-related courses at other educational institutions.

Labour-Management Committees

During this first quarter of 2003, 18 of the 45 agreements with innovative practices contained provisions for establishing committees dealing with a wide variety of concerns.

Accuride Canada Inc., London, Ontario, and CAW-Canada has established a **return to work committee** to institute guidelines to return disabled employees to work and to monitor the return to work placement process and review the effectiveness of the program.

A **dispute resolution** committee has been initiated between Air Canada, system-wide, and Canadian Union of Public Employees. The parties will study and find solutions to disputes which will enable them to develop a more effective process. Also, a **wellness** committee has been created to deal with issues related to working conditions and the employer's concern over absenteeism.

Other committees included in collective agreements discuss such items as work scheduling, contracting-out, health and welfare benefit costs, retiree benefits, staff planning and job evaluations.

Innovative Workplace Practices

Previously published articles and case studies from past issues of the Workplace Gazette, are available on the Workplace Information Directorate Website at

http://labour.hrdc-drhc.gc.ca/.

Work-Related Stress and Absenteeism

CAW TCA CANADA Canadian Auto Workers

and the

St. Lawrence Seaway

Labour-Management Partnerships Program
Labour Program, Human Resources Development Canada

Introduction

The Canadian Auto Workers and St. Lawrence Seaway undertook a cooperative joint project on attendance issues in their workplaces. Attendance at the Seaway had surfaced as a workplace issue because absence rates were perceived as higher than desirable; that is, there was a perception that the use of sick days was too high and that its usage had, in some instances, become an improper use of sick leave.

The parties also recognized that absenteeism can reflect significant problems in the workplace (such as job dissatisfaction, or difficult or undesirable working conditions), or that it can be a symptom of other issues faced by workers that are caused by factors such as work-and-family conflicts. Absenteeism can also be the result of workplace norms that affect workers behaviour or management policies (e.g. degree of monitoring; penalties; or reporting). In these cases, the absenteeism is the outcome of a reaction of employees to an undesirable circumstance or, in other cases, it is the "safety valve" that allows employees to cope with other demands in their life. In either case, absenteeism can impose costs on the firm in the form of replacement workers, effort, and morale, and can indicate that workers are under stress.

Recognizing these implications, the parties agreed to undertake an initiative to further explore attendance issues, including the joint development of a survey of employees, the results of which provided a basis for understanding: what factors or workplace conditions affect Seaway absenteeism and the use of sick leave by employees; why workers are currently absent or use sick leave; and what actions might be considered to improve attendance and address underlying problems that can give rise to attendance problems.

The *CAW-Seaway Absenteeism Survey* approached the issue of absenteeism and the use of sick leave time in the context of the range of factors that can affect employees'

— *This paper is an excerpt from the full report prepared by Karen Bentham, Richard Chaykowski, and George Slotsve in relation to a cooperative project, entered into by the CAW and the St. Lawrence Seaway Management Corporation, to research the incidence and causes of workplace absenteeism and to find cooperative solutions to reduce absences.*

absenteeism, including work-and-family conflicts, job satisfaction, working conditions, norms and monitoring practices, and worker characteristics. The survey instrument was the product of the work of a research team and developed through extensive consultations and input from both parties. The survey was administered by the CAW in each Seaway work site on company time in cooperation with the Seaway. Surveys were administered in the language (French or English) relevant to the work site. Since the vast majority of employees were surveyed, the resulting sample was very representative. The joint consultation on the absenteeism/sick leave usage issue reflected a desire and willingness to work together to define the issue, understand the dimensions of the issues at stake, and seek mutually productive solutions.

What We Know about Workplace Absenteeism

Absenteeism is generally viewed as a costly workplace problem because it can impose economic costs on employers by having to replace workers, costs on fellow employees by increasing their work loads in order to cover the work of an absent employee, and personal costs on the absent worker, if the reason indicates an underlying difficulty that the worker is experiencing.

The problem experienced at the Seaway was that there was a perception that the use of sick days was too high and that, in fact, its usage had, in some instances, become an improper use of sick leave. Why do employees absent themselves from work when they are not ill or on an approved special leave? Research evidence does shed some light on this issue. The reasons may, generally, be grouped into the following areas:

- *Work-and-family conflicts*
  Here workers who engage in elder care or who have other care giving responsibilities or who must cope with an unexpected family illness (e.g. children) may be absent.[1]

- *Job satisfaction*
  Here the more satisfied the worker, all else being relatively equal, the less likely the person is to engage in absenteeism.[2] Job satisfaction is a complex issue that typically involves a worker's motivation on the job, commitment to the firm, and any intention to permanently leave. Their pay, their relationships with co-workers and supervisors, and their general view of the firm can also affect it.

- *Working conditions*
  When working conditions are difficult or onerous, including conditions related to health and safety, workload, shift work, and schedule is relatively inflexible (e.g. in arriving and leaving for a shift), the likelihood of absence increases.[3]

- *Group norms*
  Does the group in which a worker functions frown on unwarranted absenteeism, perhaps because it means that they will have to "pick up the slack?" Alternatively, does a worker contemplating an absence see that a certain amount of absence is "normal" because of management's "attendance control policy?" It appears that group norms do affect workers'

[1] See Gignac et al 1996; Winkelmann 1997; Leigh 1983.

[2] See Gignac et al 1996; Winkelmann 1997; Sagie 1998; Chaudhury and Ng 1992.

[3] See Johansson and Palme 1996; Drago and Wooden 1992; Leigh 1983.

behaviour and that management policies (e.g. degree of monitoring; penalties; or reporting) do affect absenteeism behaviour.[4]

- *Demographic characteristics that proxy other factors at work*
  Characteristics, such as gender or age, can also be associated with absenteeism, essentially because they are associated with other underlying factors. For example, women tend to bear most of the family responsibilities, and older workers tend to have more health problems, on average; both family responsibilities and poor health are associated with higher absenteeism.[5]

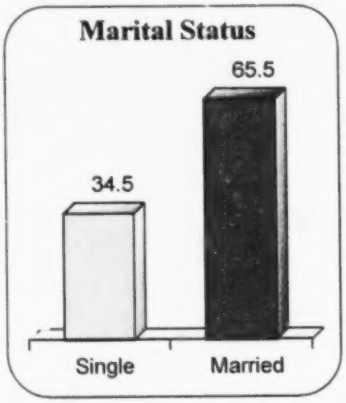
Absenteeism can be the result of simply "wanting a day off." But it is often a symptom of a problem or set of issues that are caused by other, underlying factors. In these cases, the absenteeism serves as a reaction of the employee to an undesirable circumstance or, in other cases, as a "safety valve" that allows the employee to cope with other demands in their life.

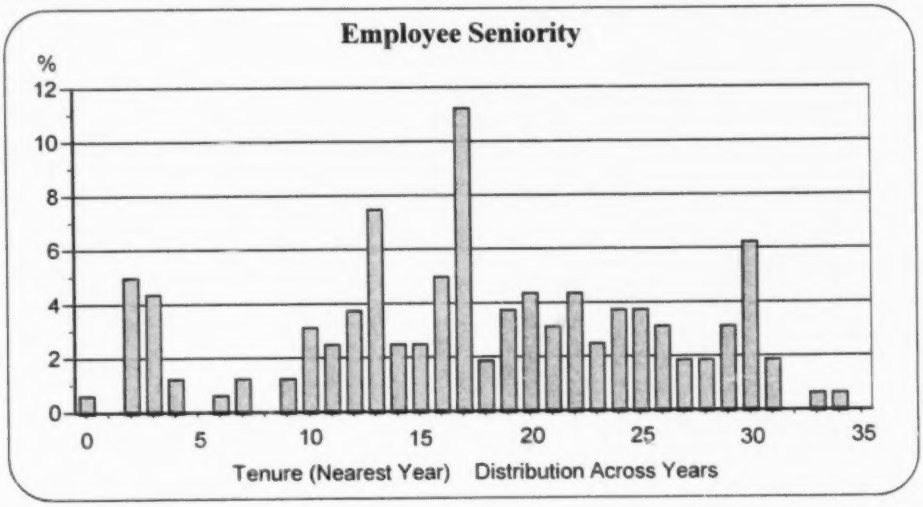
Key Findings of the Survey

Main Characteristics of the Seaway Employees

The employees of the St. Lawrence Seaway are employed at worksites distributed through Quebec and Ontario. They work long shifts and, in some cases, in small groups responsible for particular locks.

According to the survey, over 60 per cent are married and the majority of employees have a level of seniority between roughly 12 and 28 years, although the range in seniority is from under 5 years to over 30 years.





[4] See Johansson and Palme 1996; Gellatlly and Luchak 1998; Drago and Wooden 1992; Chaudhury and Ng 1992; Winkler 1980).

[5] See Johansson and Palme 1996; Winkelmann 1997; Drago and Wooden 1992; Leigh 1983.

Perceptions about the Job and Work Environment

a) Job Content

Job responsibilities and skill requirements are perceived as having increased, but half of the employees indicate that training was not provided.

Among employees who indicated that the number of workers at their worksite had been reduced (around 80 per cent over the past five years; and roughly 55 per cent over the past one year):

(i) fully 96 per cent indicated that tasks or duties had been added to the job;
(ii) over 80 per cent indicated that the skills required to perform the job had increased; and
(iii) approximately 50 per cent indicated that they had received training to cope with the change while one-half reported that they had not.

b) Work Load and Effort

Most employees rate their job as requiring a fairly high degree of physical effort; it appears to be associated with less positive job outcomes (e.g. in areas such as satisfaction or views about learning).

Work load tends to be perceived as "about right" to heavy, and employees perceive that work effort has, on average, increased.

Perceive job as requiring a high degree of physical effort, is associated with:

- satisfaction is lower—tiring work schedule;
- have not continued to learn in their job nor do they learn new skills;
- views about change not taken into account;
- recent changes have NOT improved operations;
- average daily workload is too high;
- work is risky and they use sick leave to manage risk;
- not enough time off to strike work/family balance;
- would use less sick time if more replacement workers;
- but, able to take time off on short notice;
- sick time has increased since "comp time" removed.

c) Satisfaction

The majority of employees feel that their job satisfaction is lower now than previously. Higher satisfaction appears to be associated with a range of positive work outcomes (e.g. caring about work; learning; injury). More satisfied workers tend to be those who view their jobs as less risky.

Higher levels of satisfaction than when first hired, is associated with:

- care more about work;
- continue to learn things, skills, techniques;
- believe their views about change have been taken into account and that changes over past two years at Seaway have improved operations;
- do not view work as risky; do not feel tiredness/illness increase risk and do not use sick leave to manage risk;
- view time off for family as adequate and say it is easy to get time off on short notice;
- do not take sick time to rest, would not use less sick leave even if replacement workers were available;
- sick leave has not increased since "comp time" provision removed;
- less likely to have had a serious illness or injury;
- believe attendance rules are followed consistently and fairly.

d) On-the-Job Learning

Employees continue to learn new skills on their jobs. Employees who agree that they tend to learn new things on their jobs tend to be associated with positive work and job outcomes (e.g. views about change).

Continue to learn new things, on the job, is associated with:

- believe their views about change have been taken into account and that changes over past two years at Seaway have improved operations;
- do not perceive work as risky or that tiredness or illness increase risk and do not use sick leave to manage risk;
- less likely to have had a serious illness/injury;
- do not need sick time to rest;
- believe time off for family is adequate and it is easy to get time off on short notice;
- would not use fewer sick days even if replacement workers were available;
- believe attendance rules are clear.

e) Risk and Accidents

Most employees tend to view their jobs as risky. Injury appears to be less frequent among older workers and may be associated with risky work and less positive job experiences.

f) Employees' Preferences for Alternative Job/Employment Conditions
"How important would it be to obtain improvements in these areas?"

Shift Work, Overtime and Time Off
Obtaining changes in these categories did not appear to be a major issue among employees.

Physical Work
While obtaining less physical work did not seem to be too important, obtaining a somewhat lighter workload was somewhat important.

Safety and Wage Improvements
Obtaining improvements in both wages and safety were viewed as quite important.

g) Work-Family Considerations

Achieving work-family balance may be a significant challenge for a sizeable portion of the workforce (i.e. around one-third).

- Many employees indicated that they had outside (of work) family responsibilities (e.g. over 80 per cent indicated they cared for an elderly relative);
- About one-third of employees indicated that they felt that they did not have adequate time off to achieve work-family balance or that it was easy to get a leave day on short notice.

h) Supervision and Job Satisfaction

Employees' Relationship with Their Supervisor(s)
Employees' relationships with their supervisors tend to be quite positive and constructive across areas of concern, including:

- fair treatment;
- consideration of their views;
- communication (over performance expectations) and consultation;
- having ideas sought;
- health and safety, including supervisor awareness of hazards and agreement on safety concerns.

Perceptions about Attendance—Sick Leave Usage and Absence

Attendance Rules and Their Application

Rules are perceived as clear and understood. While a sizeable minority agreed that attendance rules were followed consistently and fairly, a sizeable minority indicated that rules may not be followed consistently or fairly, and a majority indicated that they perceived that sick time abuse is not subject to discipline.

Monitoring the Use of Sick Time and Allocation of Additional Sick Days

On average, respondents felt that sick time usage would not decrease if a medical note were required; roughly 40 per cent of employees indicated they would book off sick to manage job risk while over one-half would book off sick to rest or attend to family.

If employees had an additional sick day, roughly one-half would prefer to use it as a personal day.

Views Regarding the Valid Use of Sick Leave

Most employees felt it is valid to use sick time for injury, illness or stress. Most employees also feel it is valid to use sick time for family requirements (e.g. sick child).

Conclusion

Since the vast majority of employees were surveyed, the resulting sample was very representative, from a statistical point of view. The data were collated for each question on the survey and statistically analyzed. The survey project yielded several key conclusions:

- Stricter reporting requirements (e.g. verification of illness) would probably reduce some sick leave usage, although an enforcement approach would probably not resolve the issue because absenteeism appears also to be a symptom of other, perhaps more important, underlying factors affecting employees.
- There appears, in fact, to be a range of uses or reasons for taking time off among the employees including: job related (i.e. working conditions); and family/personal related requirements. Both types of requirements for time off are viewed as "needed" by a sizeable number of workers. They point to the major finding that employees appear to have major family-related responsibilities and that these responsibilities may be creating significant work-and-family time conflicts and pressures.

The results suggest that a comprehensive approach to addressing the attendance issue is required because there are a variety of factors affecting attendance and these factors have significance beyond the attendance issue.

Workers who currently use relatively high levels of sick leave would likely use less time if:

- they did not experience a serious injury or illness;
- work were not as risky, did not require a high degree of physical effort, and workload not so high;
- they did not need to cover for absent co-workers;
- there were more replacement workers;
- the shift schedule was less tiring;
- it were easier to book time off on short notice;
- they were better able to balance work/family;
- a doctor's note were required.

To reduce absenteeism the parties could seek to:

- take workers' views about change into account;
- provide opportunities to learn new things, skills, techniques;
- ensure attendance rules are clear and are followed consistently and fairly;
- focus on employee satisfaction;
- ensure shift schedules not too tiring or demanding-workers differ in stamina;
- allow sufficient time off, and flexibility, to balance family and work.

The absenteeism issue is relevant and important to both CAW and the management of the Seaway, in view of the underlying stresses it reflects for workers and the costs it represents to management. Aspects of this issue can be addressed through collective bargaining, but it is in the interests of both parties to take a long-term perspective and work jointly and cooperatively to address these issues.

For more information, contact:
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Gary Fane at (416) 399-6524.

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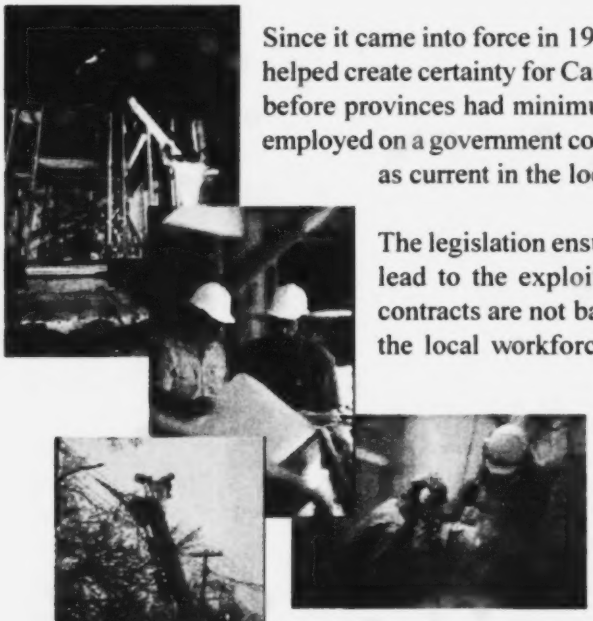
Update on Fair Wages and Apprentice Tables

Labour Standards
Operations Directorate, Labour Program
Human Resources Development Canada



Since it came into force in 1935, the *Fair Wages and Hours of Labour Act* has helped create certainty for Canadian construction workers. The *Act* was passed before provinces had minimum wage legislation; it provides that all persons employed on a government construction contract be paid a wage that is accepted as current in the location where the work is being done.

The legislation ensures that the expenditure of public funds does not lead to the exploitation of labour and that bids on government contracts are not based on substandard wage rates. The *Act* ensures the local workforce is not excluded from work opportunities by contractors bringing in workers from areas where wages are generally lower.

For many years, the government published fair wage schedules on a regular basis. In 1983, publication of the schedules was discontinued and they were replaced by *ad hoc* surveys related to individual complaints. In 1997, after an absence of almost 15 years, the then Minister of Labour announced the reinstatement of fair wage schedules.

However, the *Act* and its regulations only covered competent—or journeyman—workers. This fact forced the industry to pay non-journeyman level workers at the qualified journeyman rate, which in effect, barred apprentices and other trainee construction workers from federal construction work sites.

The Labour Program, Human Resources Development Canada, undertook to find a way to include trainee level workers into the fair wage schedules without contravening the *Fair Wages Act*. The solution: base apprentice tables on provincially established apprenticeship programs. Not only would this guarantee consistency across the country, it also satisfies the terms of fair wage legislation. As of December 2002, apprentice tables have been attached to fair wage schedules.

For more information on fair wage schedules and Statistics Canada survey information please contact Brenda Lester or visit http://info.load-otea.hrdc-drhc.gc.ca/fair_wages/home.shtml/.

Skills and Training
in the Non-Profit Sector

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Interest in the non-profit sector has surged in recent years, along with recognition of the contributions of the sector, socially, culturally and economically. But, while we have begun to learn more about volunteers and charitable giving,[1] relatively little is known about how the sector and organizations within it are organized. In particular, there has been a notable absence of information about paid employees and human resource issues in the sector.

Using data on non-profit status and industry classification, we classify employers and employees into three sectors, which are further subdivided into sub-sectors:

- *For-profit;*
- *Quango* (non-profit organizations in "quasi-public" industries, including elementary/secondary schools, colleges/universities, hospitals and public infrastructure);
- *Non-profit* (culture, recreation and associations; health, education and social services; and other non-profit industries).

The 1999 Workplace and Employee Survey

Data for the analysis were taken from Statistics Canada's 1999 Workplace and Employee Survey. For the purposes of our analysis of the non-profit sector in Canada, the following key features of the *Survey* are worth noting:

- Data were collected from a nationally representative sample of workplaces and paid employees in those workplaces;
- The survey *includes* only workplaces that have at least one paid employee; it does not include workplaces run entirely by volunteers, nor does it include volunteers who work alongside of paid workers;
- The survey *excludes* religious organizations and establishments in government, some primary industries, and the Territories.

Employee Perceptions of Skill Requirements

Minimum Education Requirements

Overall, 61 per cent of employees of non-profit organizations believed that a postsecondary credential (university, college or a trade certificate) was necessary to do their job. This was a far higher share than was the case for employees in the for-profit sector (36 per cent), but lower than in the quango sector (70 per cent).

[1] See Statistics Canada, *National Survey of Volunteering, Giving and Participating.*

Perceptions of minimum educational requirements partly reflect the occupational composition of employment in the three sectors, with managers and professionals—many of whom require a postsecondary education—accounting for relatively larger shares of employment in the non-profit and quango sectors than in the for-profit sector.

Changes in Skill Requirements and Technological Complexity

About half of employees in both the non-profit and the for-profit sectors reported increases in overall skill requirements since beginning their current jobs. This was somewhat lower than in the quango sector, where close to two-thirds of employees reported increasing skill requirements.

Perceptions of increasing skill requirements were comparable for non-profit and for-profit employees within professional, technical/trades and clerical/administrative occupations. However, managers in the non-profit sector were much less likely than those in other sectors to report that the skill requirements of their jobs had increased. Further research is needed to identify why this is the case. One possible explanation is that non-profit managers have always functioned in a complex environment and see less change in skill requirements.

Perceptions of increases in technological complexity were roughly similar for professionals in all three sectors. However, managers and technical/trades occupations in the non-profit sector were less likely to report increasing technological complexity than their counterparts in the quango and for-profit sectors. In part, these differences reflect differences across sectors in the extent to which employees use computers at work. For example, close to two-thirds of employees in the for-profit finance and business and information and culture industries reported using a computer for at least half of their workday. This compares to only 14 per cent of employees in non-profit health, education and social services.

These variations highlight fundamental differences across employees in different industries. Many employees in the non-profit health, education and social services sub-sector are in "caring" professions—they are nurses, doctors, teachers and social workers. The non-profit culture, recreation and associations sub-sector includes professionals in the performing arts and workers in museums and sports organizations. Computers have not yet replaced many of the services provided by such professionals.

This means that while workers in the non-profit sector will undoubtedly need to adapt to new computer technologies in the workplace, large segments of the sector will be faced with a need to adapt to other kinds of skill shifts as well. This implies that training needs will be no less important than in other sectors, but that they may encompass different kinds of skills.

Employer-Sponsored Training

Importance Attached to Increasing Employee Skill Levels

Employers in all three sectors rate the importance of increasing employee skills highly, with close to 70 per cent rating this as an important or crucial part of their organizational strategy. There is a relationship between the importance attached to increasing employee skills and establishment size. While virtually all establishments in the non-profit sector with 20 or more employees rated increasing employee skills as an important or crucial part of their organizational strategy, this was the case for only about 30 per cent of establishments with fewer than 20 employees.

At a more detailed industry level, employers in the non-profit health, education and social services and culture, recreation and associations industries ranked in the middle in terms of the proportions rating increasing employee skills as important or crucial. The two quango industries and the for-profit information and culture industry ranked highest in this regard.

Employers paid more than lip service to the importance of increasing employee skills—the percentage of establishments that provided training to at least some of their employees in the previous year was in fact higher for employers who rated the importance of increasing employee skill levels highly.

Provision of Training by Employers

Both small and larger establishments in the non-profit sector were more likely than their for-profit counterparts to provide training for their employees. This was especially evident in the case of classroom training,[2] and the provision of subsidies, reimbursements or other assistance for training or courses taken outside paid working hours. Training in the for-profit sector was more likely to consist of on-the-job training.

Who Gets Training

Almost half of employees in the non-profit and quango sectors reported having participated in training in the previous year, compared to about one-third of employees in the for-profit sector. Women and employees aged 35–44, and especially those 45 years or older, in the non-profit and quango sectors were much more likely than their for-profit counterparts to have received classroom training in the previous year. The quango sector ranked highest in this regard.

Managers in the non-profit sector were much more likely to have received classroom training than managers in the for-profit sector (56 per cent and 41 per cent, respectively), while the incidence of training among professionals was similar in the two sectors (57 per cent and 53 per cent, respectively).

In all three sectors, employees with a university degree were more likely to have received training than other groups.

The non-profit sector is set apart by the fact that the rate of participation of women in training was higher in every occupational and educational group, especially compared to the for-profit sector. This "non-profit training premium" was relatively high for women with a college education or some-postsecondary education, and was higher still for women whose highest level of education was high-school completion or less.

Professional training was the most common type of training reported by employees in the non-profit sector, whereas computer software training was most common among employees in the quango and for-profit sectors. However, large percentages of employees in all three sectors classified the training they had received as "other." A goal of future research should be to identify this training more specifically.

Perceived Adequacy of Training

About 36 per cent of employees in the non-profit sector and 38 per cent of those in the quango sector said that the amount of training they received was too little for the demands of the job; this compares to only 27 per cent of employees in the for-profit sector. The gap between the for-profit and non-profit

[2] Classroom training is defined in the Workplace Employee Survey as all training activities that have a pre-determined format and objective, with specific content, and with progress that can be evaluated or monitored.

sectors on the perceived adequacy of training is evident across occupation and establishment size. The analysis suggests that training does make a difference for non-profit employees, insofar as individuals who had received training were more likely than others to feel prepared to do their job. This was not the case for employees in the quango and for-profit sectors, however, where regardless of whether an employee had received training or not, similar percentages reported that the amount of training was inadequate. Compared to employees in the quango and for-profit sectors, however, non-profit employees were somewhat more likely to say that the amount of training available had decreased since they began working for their current employer and were somewhat less likely to say that it had increased.

Conclusion and Research Gaps

Given the concerns that have been expressed about the pressures facing many organizations in the non-profit sector, the incidence of training might have been expected to be lower in the sector compared to other sectors. But the evidence suggests that on a number of training indicators, the non-profit sector performs better than the for-profit sector (though on most dimensions, the performance of the quango sector is strongest). But, having information on the incidence of training is only the beginning of the story. More research is needed on a number of important issues. These include the need for:

- Analysis over time. Having data for 1999 provides only a snapshot and cannot tell us about overall trends—for example, was 1999 a "typical" year or was there an element of "catch up" at work?;
- Analysis of trends in skill requirements and whether the amount of training that is given is adequate to meet changing skill needs;
- Analysis at the level of individual industries, to identify where finding the resources to invest in employee training remains a problem for individual organizations or parts of the sector;
- Analysis of the effectiveness and relevance of the training that is given and of the scope employees have for applying newly-acquired skills in the workplace; and
- Analysis of specific skill requirements within non-profit sub-sectors, including the development of skills profiles and identification of training requirements.

Like other sectors of the economy, the non-profit sector has been affected by broad structural changes taking place in the national and global contexts. Deep and very fundamental changes are having significant impacts on the sector, with implications for skill requirements and training. It is important that the sector continue to deepen its understanding of what its skill and training needs are as it works to meet the organizational and human resource challenges posed by change.

Document No. 3 CPRN Research Series, dated March 2003, summarized here, is available at http://www.cprn.org or on request at (613) 567-7500.

Viewpoints 2002

Healthy Workplace Practices

François Lamontagne
Canadian Labour and Business Centre

This report summarizes key findings on healthy workplace practices from the Canadian Labour and Business Centre's Viewpoints 2002 *Survey. In April and May 2002, the Centre surveyed 1,145 business and labour leaders, drawing from a sample of about 6,000 leaders from the business, labour and public sector (education, health, and government) communities to determine their perspectives on a wide range of issues covering many topics.*

Specific survey questions were meant to assess the presence or absence of different health, safety and wellness features, identify changes in various aspects of workplace wellness, and seek out factors responsible for changes in workplace wellness. Given differences in the wording of some questions, findings from management representatives are discussed separately from those of labour representatives.[1] *Where relevant, results are broken down between the private and public sectors.*

Research on the determinants and costs of workplace diseases supports the notion, expressed in the 2000 Viewpoints *Survey by business and labour leaders, that psychosocial factors such as morale, trust and good working relationships play an important role in maintaining or improving workplace health, and that their absence can be costly. On this subject, a 1998 study of the costs of work-related diseases in German workplaces found the direct and indirect costs from psychological workload—such as stress and low control over work—to be almost as high as those from physical workload (Breucker 2002). In the Canadian context, Shain and Shehadeh (1990) established that there is a demonstrable connection between sense of control over work and individual health and wellness.*

Incidence of Healthy Workplace Practices

Survey participants were asked to indicate which specific safety, health or wellness features are present in their organization. They were provided with a list of 10 key features to choose from, ranging from health and safety committees to flexible work hours, wellness committees to wellness needs assessments. Some of these features are not, strictly speaking, wellness programs but they all contribute, directly or indirectly, to employee well-being and workplace health.

Starting with management views, our results indicate that joint safety/health committees represent the most common safety/health/wellness features found in both private and public sector organizations.

[1] For example, labour representatives were asked to identify healthy workplace features in "organizations where their members work," whereas management representatives were probed on the presence of such features in their own organization only. Labour leaders were asked to indicate, for each of 10 suggested features, whether it was present in less than 10 per cent, 10-25 per cent, 26-50 per cent, or over 50 per cent. For the purpose of the analysis presented here, only when a given feature is present in at least 50 per cent of the organizations where members work is it considered to be present.

according to 65 per cent of managers in the private sector and 85 per cent of those in public sector organizations (Table 1). By contrast, only a small proportion of both private and public sector managers (31 per cent and 26 per cent, respectively) have alluded to the presence of self-directed work teams, and 12 per cent of private sector managers and 27 per cent of their public sector counterparts indicated the presence of wellness needs assessments.

The incidence of safety/health/wellness features appears to be higher overall in the public than in the private sector, owing in part to the fact that organizations in that sector are larger on average, and that they are more unionized than their private sector counterparts.[2] As shown in the table, the incidence of safety/health/wellness features is higher in the public than in the private sector in 6 out of 10 workplace health features (for three of these features, by more than 20 per cent).

Several of the features designed to increase employees control over their work environment—such as self-directed work team and joint wellness committees—are not the most frequently found ones, since they exist in less than 35 per cent of managers' workplaces. Such results may signal a lack of awareness about the potential benefits of increasing employee involvement in decision-making, as suggested by recent research.[3]

Table 1

'Please indicate which safety/health/wellness features are present in your organization'
by private and public sectors

	Management Responses		Labour Responses	
	Private Sector (%)	*Public Sector* (%)	*Private Sector* (%)	*Public Sector* (%)
Joint safety/health committees	64.5	84.9	73.1	67.4
Flexible working hours	53.5	50.9	6.1	16.0
Employee involvement initiatives	51.6	45.0	8.7	11.6
Work/life balance initiatives	32.8	30.2	4.5	6.6
Lifestyle information	32.5	56.4	16.7	23.2
Monitoring of safety/health/wellness impacts	31.3	39.2	18.2	14.4
Self-directed work teams	30.8	26.1	7.6	13.3
Active lifestyle programs	19.8	41.2	11.7	14.4
Joint wellness committees	14.7	30.9	11.7	11.0
Wellness needs assessments	11.7	26.5	10.6	7.7

Source: Canadian Labour and Business Centre, *Viewpoints 2002*.

[2] In terms of organization size (as reported by managers), 36 per cent of firms in the private sector have less than 30 employees, compared to 10 per cent for public sector firms. Conversely, 21 per cent of surveyed private sector organizations have 500 or more employees, significantly less than the 49 per cent of public firms reporting the same range of numbers of employees. Likewise, 85 per cent of public sector managers reported the presence of unions in their workplace, compared to 33 per cent of their private sector counterparts.

[3] Breucker (2002) reported that low control in the workplace was the second most important factor contributing to work-related diseases in a 1998 study of German workplaces. In the Canadian context, Shain and Shehadeh (1990) developed a general model of influences on wellness in the workplace that establishes a direct link between sense of control over work and individual health and wellness.

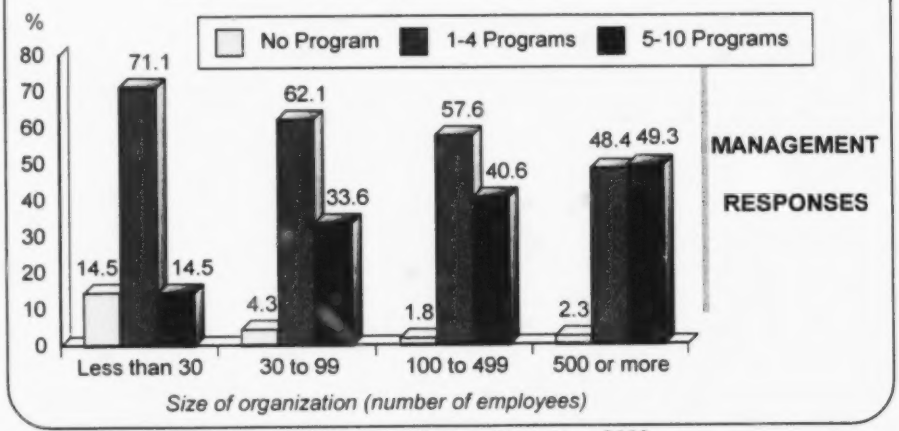
When compared to management responses, the views of *labour leaders* differ in terms of the incidence of safety/health/wellness features. Labour leaders generally reported fewer such features in organizations where their members work than were reported by managers. As Table 1 can attest, *joint safety/health committees* were by far the most popular form of safety/health/wellness features found in at least 50 per cent of organizations, reflecting the fact that those committees are required by legislation and that they are generally well-known to labour. They are slightly more prominent in private sector organizations (73 per cent) than in their public sector counterparts (67 per cent). These committees were also reported by managers as the most popular form of safety/health/wellness features.

Generally speaking, the views of public sector leaders do not significantly differ from those of private sector respondents, except perhaps that twice as many respondents from the public sector than from the private sector reported the presence of flexible working hours. Except for *lifestyle information*, which was found in 23 per cent of public sector organizations, no other workplace health features were reported by more than 20 per cent of labour leaders in either the private or the public sector, a percentage much lower than was the case with management responses. Again, this lower incidence may largely be due to differences in how the question was asked.

In its recent report summarizing 12 case studies of healthy workplace initiatives, the Centre found that "the involvement of employees in the decision-making around workplace health is critical to the success of a healthy workplace program." The same report found that size matters, in that there tends to be more wellness programs—and a broader range of programs—in the larger firms. Such findings seem to be supported by the *Viewpoints 2002* results, where a correlation between firm size and number of features was found (Chart 1). Only 15 per cent of organizations with less than 30 employees had between 5 and 10 safety/health/wellness features, compared to 49 per cent of those with 500 or more employees. The former group also contains the highest proportion, 15 per cent, of organizations that offer no such features.

Chart 1

Incidence of Safety/Health/Wellness Features



Source: Canadian Labour and Business Centre, *Viewpoints 2002*.

Changes in Overall Health in the Workplace

In order to identify trends in healthy workplace indicators, a question was asked about how the overall health in organizations has changed over the past two years. The results indicate that managers generally assess more positively than labour leaders changes in

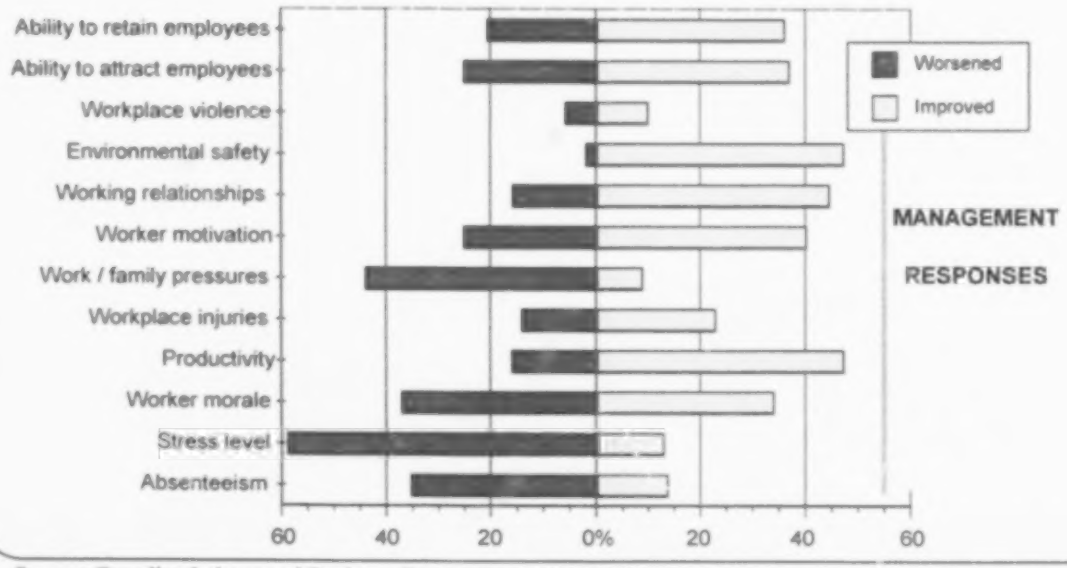
overall organizational health. Furthermore, the views of respondents from the public sector tend to be less positive than those of private sector respondents. Such findings appear to support the mounting body of evidence pointing to labour shortages—and associated increase in workload—in public sectors such as health and education as a factor responsible for deteriorating workplace health. Breaking down the survey results by sector appears to support this assertion.

The survey has also shed light on the specific aspects of the workplace that have improved or worsened over the past two years, providing a sense of how various aspects of workplace health had evolved and what their contribution to overall workplace health may be. Respondents were asked to indicate whether each of 12 aspects of the workplace had improved or worsened over the past two years. The results for managers are found in Chart 2 and those for labour leaders in Chart 3. At a broad level, one finds a considerable degree of congruence between management and labour in terms of the five key aspects of the workplace that have worsened over the past two years, and the two or three that have improved.

One can observe from management responses (Chart 2) that there is a certain polarization of views for several aspects of workplace health, meaning that as many respondents reported an improvement as those reporting a worsening. This phenomenon can be seen for worker morale. The same can be said, albeit to a lesser degree, in the areas of *ability to retain employees* and *ability to attract employees*. The reasons explaining such polarizations are unclear, but it probably has to do with the fact that respondents represent industries and come from regions that result in very different workplace characteristics.

Chart 2

Aspects of the Workplace that Improved or Worsened Over the Past Two Years



Source: Canadian Labour and Business Centre, *Viewpoints 2002*.

In terms of individual aspects of the workplace, *productivity* and *environmental safety* are the ones where the highest proportion of respondents reported an improvement (46 per cent), followed by *working relationships* (43 per cent). By contrast, *stress level* (58 per cent) followed by *work/family pressures* (42 per cent) and by worker morale (36 per cent) represent the aspects of workplace health where the highest proportion of management respondents reported a worsening. Some of these findings are in line with a recent national survey on wellness, which found *stress level* to be the number one health risk concerns within surveyed organizations.[4]

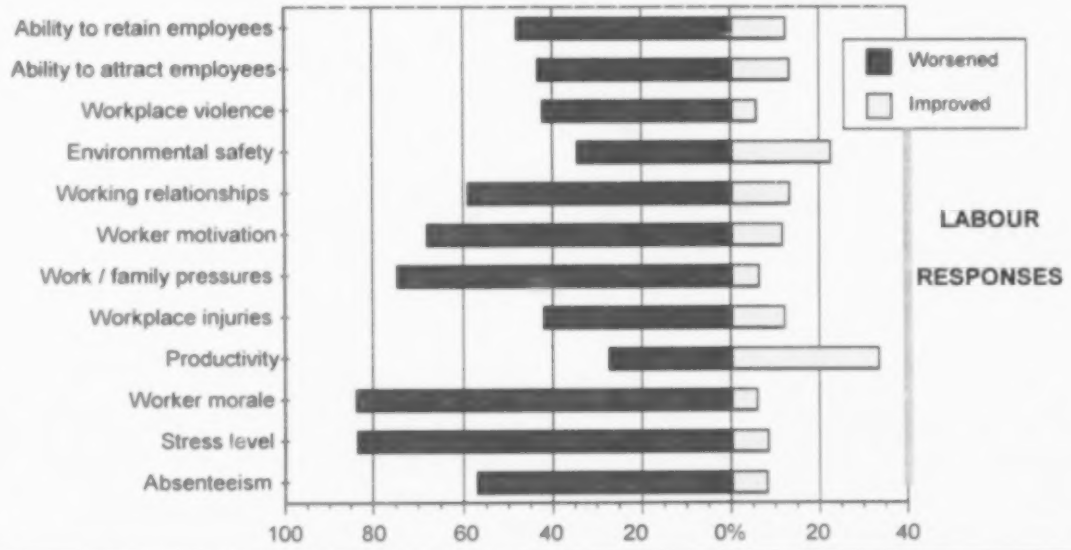
Overall, though, components that have worsened the most tend to relate to wellness or psychosocial aspects of the workplace, whereas those that have improved the most relate to more diverse aspects of the organizations' health.

By comparison, the views of *labour leaders* reported in Chart 3 show some similarities to those of business leaders in the relative ranking of several factors identified to have worsened, such as *stress level* and *work/family pressures*. Beyond that, however, labour respondents reported overwhelmingly that most aspects of the workplaces where their members work have worsened. In only one area, *productivity*, did more respondents—33 per cent of all responses—report an improvement than a worsening (23 per cent). Environmental safety ranks second in terms of aspects of the workplace that have improved over the past two years, with 22 per cent of responses, but an even larger proportion of respondents (34 per cent) mentioned that it had actually worsened.

Aspects of the workplace that relate to psychosocial concerns of employees—as opposed to physical health or safety issues—were those identified

Chart 3

Aspects of the Workplace that Improved or Worsened Over the Past Two Years



Source: Canadian Labour and Business Centre, *Viewpoints 2002*.

[4] Buffett Taylor & Associates, *National Wellness Survey Report 2000*.

by the largest numbers of respondents as having worsened: 84 per cent of labour leaders reported a deterioration of both *worker morale* and *stress level*, 75 per cent reported mounting *work and family pressures*, and 68 per cent indicated a worsening in *worker motivation*. These results speak to widespread concerns among labour leaders about a degrading work environment, which may be brought about by increasing work pressures and other factors (see next section).

Factors Responsible for Changes in Workplace Health

In order to better understand the causes behind observed trends in workplace health, respondents were asked to identify the major factors behind the worsening or improvement in workplace health, selected from a list of 10 possible factors. Table 2 provides a detailed account of management and labour leader responses regarding the factors responsible for a worsening in workplace health. Overall, managers and labour leaders agree on the aspects contributing the most to a worsening in workplace health—increased workload, worsened communications/trust, and worsened work/family balance. Conversely, managers and labour leaders also agree in terms of aspects of workplace that contribute the least to a worsening in workplace health, namely a decreased focus on safety and health, and reduced employee training. By and large, the most important aspects relating to a worsening in workplace health relate to overall workplace organization, while the least important ones relate to actual wellness initiatives.

Table 2

'What are the major factors behind the worsening in workplace health?'
over the past two years, by private and public sectors

	Management Responses		Labour Responses	
	Private Sector (%)	*Public Sector* (%)	*Private Sector* (%)	*Public Sector* (%)
Increased workload	65.6	84.1	88.2	96.6
Worsened work/family balance	32.8	53.1	50.0	58.9
Worsened communications/trust	29.7	48.7	72.9	70.5
Increased technological change	15.6	33.6	34.7	37.7
Worsened job security	32.8	28.3	64.6	45.2
Reduced employee influence	23.4	25.7	54.2	71.9
Other	10.9	17.7	35.4	37.0
Reduced employee training	9.4	13.3	37.5	28.1
Reduced organizational success/profitability	42.2	13.3	31.3	13.7
Decreased focus on workplace wellness	4.7	10.6	35.4	37.0
Decreased focus on safety and health	4.7	2.7	35.4	21.1

Source: Canadian Labour and Business Centre, *Viewpoints 2002*.

For those *managers* who indicated a worsening in overall workplace health, the views of public and private sector representatives differ somewhat in terms of the relative ranking of factors, except that both ranked *increased workload* as the number one factor. Eighty-four per cent of public sector managers and 66 per cent of their private sector counterparts identified this factor as a major one. In the public sector, other factors contributing to a worsening of workplace health are worsened *work-family balance*—identified by 53 per cent of respondents from this sector—and *worsened communications and trust* (49 per cent). In the private sector, factors ranking the highest (but below *increased workload*) are *reduced organizational success/profitability* (42 per cent) followed by *worsened work-family balance* and *worsened job security* (both at 33 per cent).

Such findings are consistent with those from labour leaders, who also ranked *increased workload* number one (Table 2). Moreover, they appear to be consistent over time as well, since in the *Viewpoints 2000* survey the most often cited factor explaining a worsening of workplace health was the "more work—less people" phenomenon. It could be that mounting labour shortages and the widespread "rationalization" of operations (downsizing) which took place in the 1990s have been taking their toll on employees. These factors may be affecting public organizations to a greater extent than private sector firms. Views are also fairly consistent among private and public sector respondents in terms of the most important factors.

However, views differ between private and public sector respondents as to what factors come second and third. For public sector labour leaders, *reduced employee influence* (72 per cent) and *worsened communications and trust* (71 per cent) represent the second and third most important factors, whereas *worsened communications and trust* (73 per cent) and *worsened job security* (65 per cent) are the choices made by private sector leaders. Overall, these findings suggest that the causes of deteriorating workplace health are numerous, but they seem to be more closely associated with psychosocial issues than with health and safety, or organization performance, concerns.

Turning to factors responsible for an improvement in workplace health, *management representatives* reported that *improved communications and trust* was identified by the vast majority of both public (70 per cent) and private (79 per cent) sector managers as a major factor behind the improvement (Table 3). For public sector managers, other factors of importance include *increased employee influence* (47 per cent of respondents in this group) and *increased employee training* (43 per cent). In the private sector, other factors ranking high include *increased employee training* and *improved organizational success/profitability* (both at 55 per cent).

In addition, 36 per cent of public sector managers—versus only 18 per cent of private sector ones—have identified *improved wellness programs* as a major factor contributing to improvement in workplace health. This finding suggests that the concept of employee wellness may be gaining ground more rapidly in the public than in the private sector, but it is still relatively unfamiliar to both groups. In their 2000 National Wellness Survey Report, Buffett Taylor & Associates reported that a modest 18 per cent of survey participants offer a comprehensive wellness program, thus supporting some of the *Viewpoints 2002* findings.

For *labour representatives* who reported an improvement in workplace health over the past two years, views differ somewhat between the private and the public sector in terms of the major factors responsible for it (see Table 3). For private sector labour leaders, factors such as *improved health/safety programs* (75 per

Table 3

'What are the major factors behind the improvement in workplace health?'
over the past two years, by private and public sectors

	Management Responses		Labour Responses	
	Private Sector (%)	*Public Sector* (%)	*Private Sector* (%)	*Public Sector* (%)
Improved communications/trust	79.0	70.4	53.2	63.6
Improved organizational success/profitability	54.7	27.2	27.7	0.0
Increased employee training	54.7	43.2	63.8	36.4
Increased employee influence	52.5	46.9	48.9	27.3
Improved safety/health programs	52.5	40.7	74.5	54.5
Redistribution of work	27.1	30.9	19.1	27.3
Improved job security	24.3	21.0	29.8	9.1
Improved work/family balance	22.7	16.0	17.0	18.2
Improved alternate work arrangements	19.9	21.0	19.1	36.4
Improved wellness programs	18.2	35.8	8.5	27.3
Other	8.3	9.9	2.1	9.1

Source: Canadian Labour and Business Centre, *Viewpoints 2002*.

cent), *increased employee training* (64 per cent), and *improved communications and trust* (53 per cent) were cited most often as contributing factors. For their public sector counterparts, *improved communications and trust* (64 per cent) and *improved safety/health programs* (55 per cent) were the most popular selections. Thus, psychosocial factors seem to have less influence in improving workplace health than they do in worsening it, except perhaps in terms of the impact of *communications and trust*, which can significantly influence workplace health, either negatively or positively.

Further insights into trends in workplace health can be gained by matching the incidence of safety/health/wellness features with trends in overall workplace health, as depicted in Chart 4 for *managers responses* and in Chart 5 for *labour representatives*. In its recent (2002) workplace health research project, the Centre found anecdotal evidence of public and private sector organizations where wellness programs have impacted positively on organizational performance—measured by reduced absenteeism, reduced worker compensation claims, and lower turnover rates, and so on—and employee well-being.

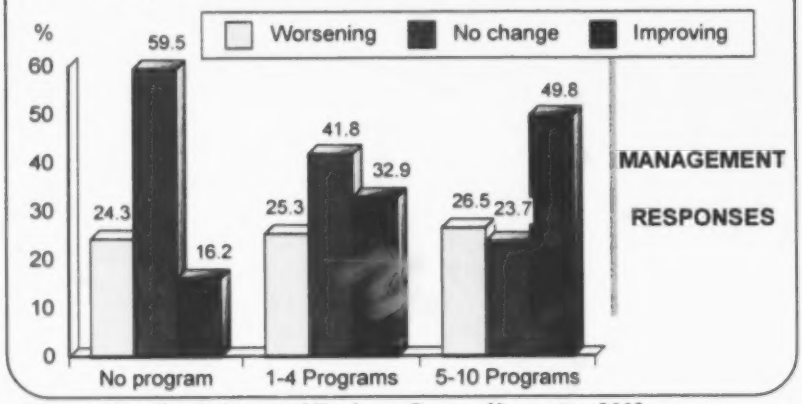
Overall, survey results indicate that labour and management views do not differ broadly, in that the incidence of safety/health/wellness features is positively correlated with the likelihood of an improvement in workplace health over the past two years. Within each group, however, the perspectives differ between private sector and public sector respondents.

Reporting on *management responses*, Chart 4 shows that organizations with the highest number of these features were more likely to see their overall workplace health improve over the last two years than organizations with fewer such features. Fifty per cent of organizations exhibiting 5–10 features saw overall workplace health increase over the past two years, while only 27 per cent of organizations with the same number

of features saw their workplace health worsen. It would seem, thus, that these results from the *Viewpoints 2002* survey partly support the notion that organizations that invest heavily in safety, health and wellness increase the likelihood of improved overall workplace health.

Chart 4

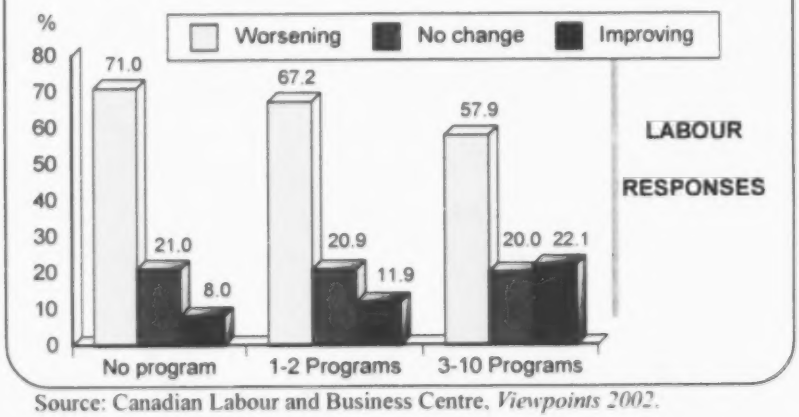
'How has the overall health of your organization changed over the past two years?'
by incidence of
safety/health/wellness features within organizations



Source: Canadian Labour and Business Centre, *Viewpoints 2002*.

Chart 5

'How has the overall health of your organization changed over the past two years?'
by incidence of
safety/health/wellness features within organizations



Source: Canadian Labour and Business Centre, *Viewpoints 2002*.

In Chart 5, tabulation was done on the incidence of safety/health/wellness features against perceptions about changes in overall workplace health for *labour leaders responses*. The results indicate that labour leaders from organizations with 3-10 safety/health/wellness features were almost three times as likely (22 per cent) to report an improvement in overall workplace health than those representing organizations with no such features (8 per cent). Conversely, 71 per cent of those representing organizations with no safety/health/ wellness features reported a worsening in overall workplace health, compared to 58 per cent for those in organizations featuring 3-10 features.

Conclusion

This analysis of the *Viewpoints 2002* survey results provides both a sense of comfort about the seemingly positive impacts workplace health programming can have on overall workplace health, as well as concerns about deteriorating work conditions in many a workplace. Much like what was found in the Canadian Labour and Business Centre's first incursion into leaders'

perception of a healthy workplace in 2000, rapid economic change and the outcome of the restructuring of the early 1990s have left a sizable proportion of both private and public sector organizations with increased workload and stress for their employees. Business and labour, working with their government and education partners, will need to find innovative solutions to the healthy workplace challenges that were identified in this study.the importance of taking immediate action by determining common approaches and solutions. The debate must now move into the workplace.

Confirming a trend identified in other Centre's analyses of the *Viewpoints 2002* results, it was found that labour and management are often at odds in their appreciation of changes in overall workplace health, and of the factors responsible for those changes. While labour generally reported a worsening of overall workplace health, management was inclined to report in larger numbers and on more aspects of the workplace that have improved over the past two years. Both sides agreed, however, that psychosocial factors such as increased communications and trust and greater control over one's work environment are essential in improving workplace health.

That said, it is clear that no factor can be singled out that explains changes in workplace health. In fact, one can think of workplace health and employee well-being as part of a complex web of internal and external influences that, together, contribute to shape organizations. The determinants of workplace health are varied, and the interrelationships between them are multifaceted. There is no silver bullet to better workplace health, but we derive satisfaction knowing that a higher incidence of workplace health features within an organization normally translates into a healthier workplace.

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Health Strikes and Emergency Services in Canada

The Dilemma

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Once again Canada's health care sector has been rocked by strikes. Since 1999 almost 200,000 employed health care workers across the country have engaged in or threatened various forms of job action. If health care labour relations were a national and not a provincial affair and had all of the disputes occurred together, then these disputes would be seen by all as a symptom of a national crisis of epic proportions—a crisis of health care employment.

In every dispute there arises the perennial issue of the right to strike. Should workers whose jobs are considered "essential" have the right to withdraw their labour and should their employers have the right to lock them out? The same issue persists across Canada yet there are many different responses by employers and governments.

The last four years alone illustrate the diversity of approaches and some emerging trends:

- Some 5,000 allied health professionals[1] in 40 hospitals in Ontario staged a one-day walkout in February 2003 to dramatize severe staff shortages and difficulties in bargaining. ***Ontario*** law forbids all hospital strikes; several affected institutions suspended and reprimanded strikers, members of the Ontario Public Services Employees Union.
- In September/October 2002, allied health professionals in the Health Sciences Association of Saskatchewan held a 29-day strike—the longest health strike in ***Saskatchewan*** history. It was the first strike in the union's 30 years of existence.

— *Judy Haiven is assistant professor and Larry Haiven is associate professor in the Department of Management, Faculty of Commerce, Saint Mary's University. Both are research associates of the Nova Scotia Chapter of the Canadian Centre for Policy Alternatives and have been following health care industrial relations as practitioners and academics for the past 25 years. The full report on which this article is based, can be found at http://www.policyalternatives.ca/publications/right-to-strike.pdf/.*

[1] Allied health professionals, otherwise known as "paramedicals" (not to be confused with ambulance "paramedics") have diagnostic and therapeutic functions; they include laboratory and radiological technologists, respiratory therapists, physiotherapists and social workers.

Saskatchewan health workers have the legal right to strike and the provision of emergency services is voluntarily negotiated between union and management. The provincial NDP government exhibited patience by declining to intervene to end the strike as it did with nurses in 1999. Like other "allied health professionals" across the country, the 2,500 workers had been eclipsed by the more high-profile nurses and saw their working conditions and real wages deteriorate throughout the 1990s.

- The summer of 2002 saw a number of walkouts by nurses in Montréal, ***Quebec***, hospitals on the issue of overcrowding in emergency rooms. Emergency Room nurses at the Montreal General Hospital staged their second walkout of the summer when 62 patients were crowded into a ward meant to hold 20. That walkout ended when hospital officials agreed to reduce the number of patients to 47 by transferring some to other hospitals. But soon afterward emergency-room nurses at Sacré-Coeur Hospital walked off the job for three and a half hours citing lack of staff before officials assured them that staffing was due to increase. No disciplinary action was taken against the nurses.

- In the spring and summer of 2002, ***Prince Edward Island*** nurses, frustrated with the slow progress of bargaining under regime where strikes are not legal, waged a successful campaign of media advertisements that effectively embarrassed the provincial government into negotiating rather than resorting to arbitration. The president of the nurses' union was preparing to sit in in the Premier's office to highlight her members' claims.

- In the spring of 2002, nurses in ***Saskatchewan*** and ***Manitoba***, in separate negotiations, won wage increases of 20 per cent (over a period of three years in Saskatchewan; over a period of two and a half years in Manitoba). In both cases, nurses had the right to strike and the governments (both NDP) resisted the temptation to take it away (as the Saskatchewan government had done to nurses in 1999). In Saskatchewan, emergency services agreements are voluntary; in Manitoba they are compulsory. In both provinces, the unions had given strike notice but settled before a walkout occurred. A slogan of the Manitoba Nurses Union during their dispute was "Bargaining for the Future of Healthcare."

- A year earlier, in June 2001, ***Nova Scotia*** faced an impending strike by three groups: registered nurses, licensed practical nurses and allied health professionals. Health care workers had suffered a 10 per cent cut in their real wages since 1991 through wage freezes and rollbacks. Health care strikes are usually legally allowed in that province and emergency services provision is voluntary. But the Progressive Conservative government of Premier John Hamm introduced temporary legislation making the threatened strikes illegal. The legislation also gave the government power to impose the terms of a collective agreement. Allied health professionals actually walked out briefly while the strike was still legal. After massive demonstrations at the legislature, a stinging series of pro-union television advertisements, over 1,600 nurses signing letters of resignation and public opinion turning sharply in favour of the workers, the government withdrew the legislation reached agreement with the unions and the health employers to submit their disagreements to "final offer selection." The arbitrator opted for the unions' proposal for registered nurses but sided with the employers for the other occupations.

- Around the same time, nurses and allied health professionals in ***British Columbia*** were locked in a struggle with their employers and the new Gordon Campbell Liberal government. Strikes were legally allowed in British Columbia but emergency services agreements were compulsory. After a several-week overtime ban by nurses and a brief walkout by paramedical workers, the government passed legislation outlawing work stoppages for three years and imposing terms of settlement on the unions. A threatened mass resignation of nurses (in Nova Scotia) failed to move the government (which held all but two seats in the legislature). Nurses received a wage increase of 23.5 per cent over three years but other occupations came up with less. Six months later the government legislation ripped up and rewrote many of the employment security provisions in health care collective agreements.

- The same spring of 2001 saw a five-day strike by ***New Brunswick*** acute health care support staff.[2] The strike began legally, though under legislative provisions 3,500 of the 6,000 workers had been declared "essential" by the Labour Relations Board and compelled to work. Despite this, the government passed legislation outlawing the strike completely and giving itself the power to impose terms of settlement. Labour and management came to an agreement to avert the strike just before the law could be enforced. A few months later, a legal strike by nursing home employees ended similarly, just before anti-strike legislation could be enforced.

- Yet another strike in a year with more than its share of industrial conflict, occurred in ***Newfoundland and Labrador,*** where approximately 8,000 support (e.g. licensed practical nurses, housekeeping, dietary, maintenance) workers in hospitals struck for five days in April. The strike was part of a much larger public sector stoppage by 19,000 members of the Newfoundland Association of Public and Private Employees and the Canadian Union of Public Employees. That province allows health care strikes, but imposes third-party resolution of disputes over essential services. Unlike with nurses and allied health professionals two years earlier, the province did not pass legislation this time outlawing the hospital strike, and emergency services were provided until the larger strike was settled with a 15 per cent raise over three years and improvements to the pension plan.

- Even in ***Ontario,*** where hospital workers do not have the right to strike at all, nurses in the 2001 bargaining round showed their impatience and displeasure with negotiations by implementing work-to-rule policies and refusing to work overtime and extra shifts. Such measures can have almost as much disruptive effect as an all-out strike. Indeed, they are technically strikes under labour law. That the employers did not move to invoke legal sanctions illustrates just how careful they can be not to strike a match in a tinderbox.

- Health care workers in ***Alberta*** have not had the legal right to strike since 1983. But in the spring of 2000 more than 10,000 licensed practical nurses and other support staff at 159 Alberta hospitals and continuing care facilities walked out illegally for 48 hours. The strike was settled with the personal intervention of Premier Ralph Klein. Under the permanent strike ban, health unions and members engaging in illegal strikes face heavy penalties, which in this case came to

[2] Support staff include employees in housekeeping, maintenance, dietary and auxiliary nursing.

a $200,000[3] fine for the union and the suspension of dues for two months, costing it an additional $400,000. Despite these penalties, the illegal strike paid off: though the employer's original offer was 9 per cent over three years, the union won a 16 per cent increase over two years for licensed practical nurses. Support workers also won "no contracting-out" language.

- ***Saskatchewan*** saw health care strikes handled in two very different ways in 1999 and 2000. While such strikes are not normally illegal, in April 1999 the government intervened to ban a strike by 8,000 nurses as soon as they walked out. Despite protestations by employers that they could not weather a strike, the nurses defied the strike-ban for 10 days and received a court-imposed fine of $125,000. They settled for 13.7 per cent over three years to break through the government's mandate of 6 per cent over the same period. A year later, the same government, faced with a strike of 12,000 general support workers, *declined* to intervene. Six days later the parties settled at a 9 per cent increase over three years.

- Ambulance paramedics in ***Nova Scotia*** went on strike in October 1999, as the law in that province allowed them to do. Recently unionized, they were far worse than health care workers in terms of pay, benefits and hours of work. As it was later to do in the spring of 2001 with nurses and allied health professionals, the Conservative government passed a law banning the strike. Eighteen hours into the strike, the parties reached an agreement to submit the dispute to mediation-arbitration. Unable to resolve the dispute by negotiation, the arbitrator awarded a 20 per cent raise over three years. This did not satisfy the ambulance workers' aims, but it was a far greater amount than the government hoped to pay. Coming just before negotiations with other health care unions, the award spooked the government and made it extremely wary of arbitration in the future.

- Two health care strikes hit ***Newfoundland and Labrador*** in a year-and-a-half. As in Nova Scotia, health care employees had seen their real wages drop throughout the 1990s from government freezes and rollbacks. Health care strikes are not illegal in that province but the Labour Relations Board can deem a proportion of employees "essential" and unable to strike. In March 1999, the province's 4,600 nurses, at the time the lowest-paid in the country, walked off the job to attain wages closer to the Atlantic norm, more full-time employment and a decrease in their workloads. Nine days into the strike, the Brian Tobin Liberal government passed legislation making the strike illegal, imposing the terms of a collective agreement and threatening heavy fines for individual strikers and their union. The union reluctantly complied. The government's imposed terms left nurses no further ahead but the government promised action to hire more nurses and convert part-time jobs to full-time.

- In October 2000, about 700 ***Newfoundland and Labrador*** radiological and laboratory technologists walked off the job for eight days in the middle of their collective agreement. As elsewhere in Canada, "wildcatting" as this is called, is always illegal. The strikers said they were fed up with the slow pace of a "job reclassification process" meant to rectify the growing gap between their pay and that of nurses. The employers' association obtained a court injunction ordering strikers back

[3] The courts had initially imposed a fine of $400,000. This was four times the previous largest fine for a single instance of contempt. On appeal, the fine was reduced to $100,000.

to work and launched contempt of court actions. The strike was settled when government agreed to appoint a mediator to help with the reclassification.

- The longest nurses' strike in Canadian history occurred in **Quebec** in June and July of 1999. Health care strikes are technically legal in Quebec. But the law says that up to 90 per cent of workers in a health care establishment are "essential" and unable to strike.[4] Penalties for violating this legislation are severe—from fines to strikers losing two days pay and one year seniority for every day on strike. For each day on strike, the union loses 12 weeks of dues. Health care unions tend to view the law as tantamount to banning strikes entirely. The nurses' strike began when 47,500 union members refused to work overtime. This escalated into two day-long walkouts and finally spread to all health care facilities in the province. Unable to bring the nurses to heel with the existing legislation, the PQ government of Lucien Bouchard removed the right to strike entirely and upped the penalties. But union members continued their walkout, however, to an outpouring of public sympathy, including polls showing majority public support and 120,000 signatures on a petition. The government and the union reached a tentative agreement on July 18 but union members rejected it despite the recommendation of their leaders. The strike continued another six days, when the exhausted nurses returned to work, their union internally riven by dissent.

Pressures on Collective Bargaining

Throughout the 1990s, several phenomena combined to put inexorable pressure on health care workers' collective bargaining.

Regionalization

In the 1990s all provincial governments except Ontario[5] began to divide the health care domain up into regional health authorities. For example, Saskatchewan formed 32 (later reduced to 12) separate health authorities. Nova Scotia divided into four (later increased to nine). Previously independent sub-sectors were consolidated geographically and the district health authority became the employer rather than the boards of separate institutions. This resulted in the integration of services across the district. For example, all maternity care might move into a single hospital. All emergency care might move to another. The health district might take over long-term care hospitals. Home care and public health might now be offered through the district. Employees would move more easily between institutions and jobs because they would take their seniority with them. Some health care facilities were closed entirely.

Power to deal with unions moved both up from individual institutions and, in some cases, down from the provincial government. However in most cases, and especially in the case of the more skilled groups of workers, central bargaining has persisted. This means that in most provinces when a group of health care workers has a dispute, it is with all of the employers in the province for that sector. For example, it may be allied health professionals in hospitals in British Columbia, or nurses in long term care in Manitoba, or general support workers in home care in New Brunswick.

Health care restructuring involved some wrenching changes, dislocations and job losses for health care employees, not the least of which was inter-union rivalry over which bargaining agent would represent the new, merged group-

[4] The direction that so many employees be at work during a strike has sometimes produced the paradoxical result that more are expected to be at work during strikes than during non-strike times.

[5] Ontario is the only province to have resisted this trend, though the amalgamation of hospitals in some regions has produced a similar effect.

ings of employees. The collective bargaining regime was sorely tested in the process.

Downsizing

Regionalization and restructuring combined with the mid-90s recession to shrink health care budgets. Complements of health care workers across the country began to shrink. What had been a shortage of skilled workers temporarily became a glut. In many provinces, employers shed workers through a mixture of layoffs, early retirements and buyouts. For a brief period, the vaunted shortage of nurses and technologists seemed to vanish.

Because health care had been such a stable, if not growing, industry to this point, collective agreements were mostly silent on the difficult issues of downsizing. Unlike in, say, the forest or automotive industries, unions and managements had little experience in and few tools for dealing with "labour adjustment.[6]" This situation put even more strain on collective bargaining.

But the situation was to change in the late 1990s as the economy improved and institutions readjusted to increased demands. A monstrous shortage of nurses and technologists (and several other skilled occupations) came surging back, again burdening collective bargaining.

"Hospital Model" vs. "Hospitality Model"

For many years, what might be called the "hospital model" of employment had afforded a labour market shelter where workers, especially those at lower skill levels (who were the first to unionize) could negotiate better employment security, pay and conditions than counterparts outside of the public sector. Health care employers and governments had seen patient care as a continuum where better working conditions for employees guaranteed quality service. A housekeeper, dietary aide or maintenance worker was considered part of a larger health care team.

But by the 1990s the hospital model was beginning to come apart. Pressure to save money became relentless. At the same time, standards of critical clinical service quality had to be maintained. To accommodate, employers hastened two trends that had already begun. First there was the subdivision of skilled occupations into gradations of proficiency and compensation, a kind of "salami-slicing" of the internal labour market. Thus the corps of registered nurses would give way to a combination of nurses, licensed practical nurses and nursing aides.[7] The corps of registered technologists and therapists would subdivide to add unregistered assistants and technicians. Each skill swath would have different duties in the division of labour. Moreover, the pay gap between nurses on the one hand, and other allied health professionals (e.g. technologists, physiotherapists), on the other, which was negligible in the 1970s, began to move apart through the 80s and 90s, as nurses used the superior bargaining clout borne of homogeneity.

Second, there began an assault on the working conditions of the less-skilled groups. Beginning outside the acute care sub-sector (and especially in long-term care, much of which is in the private sector) employers began to

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[6] Several provinces attempted to help health care unions and management deal with labour adjustment in the 1990s by establishing provincial health care adjustment plans. They established funds to assist with cross-placement, counseling, retraining, early retirement etc. In some cases agencies and a secretariat were provided. The most comprehensive of these was in British Columbia (later dismantled under the Campbell Liberals).

[7] The trend away from registered nurses and toward licensed practical nurses and aides was not universal. Some Canadian hospitals have realized efficiencies while clinging to an "all-registered nurse" model of nursing.

consider these employees as part of might be called a "hospitality model." In other words, the wages, working conditions and employment security of housekeeping, dietary and maintenance workers came to be compared to those of hotel workers,[8] with the accompanying lower wages and employment security.

Then employers in acute care began to adopt the hospitality model for lower-skill employees. While collective bargaining with registered and licensed nurses, technologists and therapists proceeded as before (though not without conflict), negotiations with other employees took a different turn. Hospitals either began to drive these employees' employment terms down or sought to contract their work out to the private sector entirely.

Old collective agreements and accords made conversion to the hospitality model troublesome for health care employers. So, some governments began to help them by changing laws to weaken collective bargaining, make arbitrators more employer-friendly and, in the case of British Columbia, tear up and legally prohibit negotiated employment security agreements.

More Work to Do

With regionalization, downsizing and rationalization, many health care workers found their work intensified. This was especially true for nurses. Not only were there fewer of them in many cases, but patients also entered hospitals at higher stages of acuity and left sooner than they had before. Employees soon complained of fatigue and less time or no time to do important tasks, like intimate patient care, counseling, training and routine maintenance. In the downsizing, one of the first cadre to go were the non-union, and therefore vulnerable, first line supervisors. Far from being the fat of the system, supervisors had often been the essential lubricant that helped the system function smoothly by organizing tasks and schedules, training employees and filling in for absentees. Their scarcity often proved to be a great burden.

Dropping Real Wages

For those workers who remained after downsizing and contracting-out, there was more work to do, at lower pay. Throughout the recession of the mid-90s, the real wages of much of Canada's working population dropped. But for public sector workers, the situation was worse. In most provinces, governments froze wages for several years. In some provinces, governments dropped wages and/or forced employees to take days off without pay (e.g. Alberta, Ontario, Nova Scotia). Most of Canadian workers managed to make back what they had lost by 2000 but health care workers did not. In Nova Scotia, to use one example, the real pay of health most care workers had dropped by 10 per cent from 1991 to 2000. On the other hand, national productivity had risen in the same period by about 25 per cent.

By the turn of the century, as the economy improved, this situation had created a huge pent-up drive to catch up, especially among those employee groups most able to take advantage of their integral role in the health care system. Staff doctors, nurses and other licensed professionals were determined to stop the slide in their standard of living.

Summary

Together these features of the labour market created pressures that made conflict inevitable. What is surprising is not how much there has been but rather why there is not more. Perhaps the dedication of health care workers to their patients and clients is the answer.

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[8] Indeed, this is a strategy that several in the long-term care industry openly admit to using.

Three Models of Dispute Resolution and Emergency Services Management

When we talk of emergency services and strikes in health care, we usually focus on two health sub-sectors: acute care and long-term care.[9] It is here that strikes can potentially have their most adverse effects. Across the country, governments have followed three distinct models of dealing with industrial conflict and emergency services in health care. These three models refer to the *permanent* legislative regime. As we shall see, governments can also introduce *temporary* legislation to deal with strikes and lockouts and emergency services. In any discussion of industrial conflict, we usually talk about both strikes and lockouts,[10] but for our purposes here, we will talk only of strikes, since lockouts in health care seldom, if ever, occur. "Strikes" can cover both instances.

Permanent Strike-Ban Model

Some provinces have passed permanent legislation banning strikes in the crucial health care sub-sectors entirely. Ontario has done this since 1964 with its *Hospital Disputes Labour Arbitration Act*. Alberta amended its *Labour Relations Code* in 1983 to outlaw strikes in hospitals. Prince Edward Island has also had such a provision in its *Labour Act* for some time.

In all three of these provinces, the right to strike has been replaced with binding interest arbitration. That is, if the parties are unable to reach an agreement by themselves, all outstanding issues in dispute are submitted to a third-party who makes a legally binding decision on their outcome. The already-agreed-to issues plus the arbitrator's decision form a new collective agreement.

The most common type of arbitration, called "conventional" allows the arbitrator considerable freedom to fashion a settlement. The settlement might contain some items from the union's wish list, some from the employer's and some compromises. Another type of arbitration, called "final offer selection" enjoins union and management each to submit its own comprehensive proposal for settlement to the umpire, who is limited to choosing one or the other, winner takes all.

Naturally, because strikes are not anticipated, there is no provision in legislation for emergency services. There are, however, penalties for violation of the no-strike clauses. First, strikers forfeit their legal protection against dismissal. Second, employers can ask the Labour Relations Board declare the strike illegal. This declaration can then be lodged in a provincial superior court with the force of a court order. Continued defiance of the court order can invite a citation of contempt of court on both the unions and striking employees. Penalties for contempt of court can vary from civil (fines) to criminal (fines and imprisonment.) In addition, in Alberta, the *Labour Relations Code* allows the suspension of dues payment to the offending union for one to six months (which amounts to a fine) and the removal of the union's right to represent employees. Quebec, which all but forbids strikes, has similarly grim penalties.

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[9] Although it was a province-wide strike in Manitoba home care that prompted the then Progressive Conservative government to introduce a draconian *Essential Services Act* in 1996.

[10] A lockout occurs where an employer, rather than a union, takes the first step in bringing about a work stoppage. Just as union members can refuse to work further their position during a dispute, an employer can refuse to provide work to the union members.

Unregulated Strike Model

Except for the provinces of Alberta, Ontario and Prince Edward Island, all the rest allow strikes and lockouts to occur in health care. In most of these provinces, there is some legislative provision that compels the provision of emergency services. However, in two provinces, Saskatchewan and Nova Scotia, there is no such provision. That means that health care unions are able to strike at the end of their collective agreement and any arrangements for the provision of emergency services are up to *voluntary* negotiation between unions and employers.

Regulated Strike Model

In all other provinces where strikes are allowed, there is some legislative provision compelling the union to provide a certain level of emergency services during a strike. These legislative provisions are of several types:

- In some jurisdictions (Federal, British Columbia, New Brunswick) the unions and employers get first crack at trying to negotiate an emergency services plan by designating which employees will stay on the job during a strike. If they cannot agree, then a third-party, like the Labour Relations Board or an independent arbitrator, will make the decision. In the federal public service[11] the union can choose to either strike with such designation *or* to submit to binding arbitration.

- In some jurisdictions (e.g. Manitoba, Newfoundland and Labrador) the employer will first designate "essential" employees. If the union disagrees, it can appeal to the Labour Relations Board.

- In Quebec, the law, from the start, designates between 60 and 90 per cent of employees in health care institutions (depending on the type of institution) as "essential". The province's Essential Services Commission helps to interpret disputes within these guidelines. So restrictive is this variant of the regulated strike model that some critics argue it is really a permanent strike ban.

Temporary Measures

Notwithstanding the *permanent* measures described above, all Canadian governments have the power to depart from them and impose other means to deal with strikes and emergency services. Several provinces (e.g. British Columbia) allow the cabinet or a minister to decide if a strike causes a situation dangerous to public safety or health. In that case, emergency measures can be imposed to end or curtail the strike. All governments have the power to reconvene their legislature and pass new legislation ending or curtailing an actual or impending strike for a certain period of time. Examples in the recent past are legion. Usually the ad hoc legislation renders the strike illegal. In many instances in the past, the legislation substitutes binding arbitration to resolve issues in dispute. However, a disturbing trend in recent years has been for the legislation to specify the terms of settlement or to put that decision into the hands of the government.

Conclusions

Looking at these factors, the strikes during the past four years and others over the past 25 years, we reach the following conclusions:

Strikes happen! It matters not what form of law a government chooses to use to regulate industrial conflict in health care, industrial conflict occurs. Even outlawing strikes entirely (perma-

[11] These are direct government employees as opposed to private sector employees who come under federal jurisdiction.

nently or temporarily) does not prevent strikes from taking place. Even substantial fines and other penalties do not prevent health care workers from staying off the job. So contentious have the market and workplace pressures in health care delivery become that it is impossible to avoid conflict. Even where excellent relations exist between unions and employers, there will be issues on which they will not or cannot agree without at least some conflict. But, good relations help immeasurably to diminish the strife. The point is that conflict is often a necessary ingredient to the resolution of labour disputes. It cannot be eliminated by a legislative snap of the fingers.

There are several models of regulation of work stoppages that exist across the country. Sometimes strikes are allowed; sometimes they are forbidden and sometimes they are contained. None of these models is perfect. Each has its advantages and disadvantages. There is no facile solution to the problem. But we argue that removing or constraining the right to strike are unworkable and counterproductive.

It is erroneous to assume that employers and unions in health care are somehow balanced in their bargaining power, more erroneous to assume that unions have an advantage. Even where the striking employees are key players in direct patient care, employers have great power advantages and the playing field is strongly tilted in their favour. Even where strikes are allowed, unions do not necessarily "win" them.

Third-party intervention in industrial conflict can be helpful but not if it is used as a binding and permanent solution. A fundamental, inescapable ingredient of successful industrial relations is voluntarism.

Work stoppages in health care are never total. First, health care workers are assembled into different bargaining groups which negotiate with employers separately. It is rare that more than one group is on strike at any one time. Second, in even the most rancorous quarrels, unions of striking health care workers arrange to provide emergency services during work stoppages. Where strikes are legal, sometimes the law stipulates how emergency services will be provided; sometimes the law is silent, leaving it to voluntary negotiation between employers and unions. In cases where strikes are illegal there is, of course, no provision for emergency services. This is ironic because banning strikes is supposed to eliminate uncertainty but often ends up producing it and often exacerbating it.

An ominous new development is the trend of governments to impose what might be called "settlement-by-edict." One of the fundamentals of a modern industrial democracy is free or collective bargaining. Yet, though it goes against all the precepts of voluntaristic collective bargaining, governments are increasingly overriding the negotiation process to avoid work stoppages. Increasingly governments are making strikes illegal. In the past, they would impose binding third-party "interest" arbitration[12] as a

[12] There are two types of arbitration in labour relations. In "*rights*" arbitration, an adjudicator makes a binding decision in a dispute over the application, interpretation or alleged violation of an already-existing collective agreement. In "*interest*" arbitration, the adjudicator settles a dispute over what terms and conditions will go into a collective agreement that is under negotiation.

An example of rights arbitration: An already-existing collective agreement says employees will be paid overtime after 7¼ hours. An employee is not paid accordingly, and s/he launches a grievance claiming the collective agreement has been violated. If the parties cannot resolve this question, a rights arbitration will decide whether the agreement has been violated.

substitute. But governments are now going one perilous step further. When a strike happens, increasingly governments will not only legislate an end to the strike's legality, they will also ordain the precise wages, benefits and collective agreement language by which the parties will have to abide. This has been done not just by governments of the right, such as the British Columbia Liberals or the Nova Scotia and New Brunswick Conservatives, but also by governments of the centre and left-centre. Indeed, the first recent incident of settlement-by-edict occurred almost simultaneously in the spring of 1999 by two governments, the Tobin Liberals in Newfoundland and the Romanow NDP in Saskatchewan.

Ironically, governments are finding that the draconian solution described above does not succeed in ridding them of their labour problems. Indeed, it often makes the groups of workers angrier and is often perceived by the public as manifestly unfair. Often it prompts the unions involved to defy the back-to-work orders. Even if the strikers succumb, another, more desperate stratagem emerges—groups of valuable workers threaten resignation—a form of industrial suicide, if you will. While mass resignation is meant primarily as a threat and has never come to fruition, few rational Canadians wish to see push come to shove.

Labour disputes in health care mirror another key area of contention—the future of Canada's public health system. Canadians are deeply concerned about the capacity of the health care system to deliver the amount and quality of care we need when we need it. There is increasing public distrust of governments' abilities as "steward" of the system and increasingly unions are framing their labour disputes as over the quality of the system. In the case of nurses especially, health care workers arguably manage to wrestle successfully with governments as stewards of the system. Indeed, the Manitoba Nurses Union quite explicitly appealed to public unease with their slogan in the 2002 dispute. Governments that declare war on health care workers risk being seen as declaring war on health care.

Selection of Recent Changes in Canadian Labour Laws

Adopted Bills, Regulations and Other Statutory Instruments

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Federal: *Budget Implementation Act, 2003*; Bill C-28; Assented to June 19, 2003

As part of its 2003 budget, the federal government announced the creation of new compassionate family care leave benefits under the Employment Insurance program (EI) and the inclusion of related job-protection provisions in the *Canada Labour Code*.

Consequently, Part 4 of the *Budget Implementation Act, 2003* (the Act) will amend the *Employment Insurance Act* and the *Employment Insurance (Fishing) Regulations* to add compassionate care benefits to the other special benefits provided under EI (i.e. maternity, parental and sickness benefits). Claimants who meet eligibility requirements[1] will be entitled to take up to six weeks of compassionate care benefits within a 26-week period (or such shorter period as may be prescribed) to provide care or support to a defined family member[2] where the latter, as attested by a medical certificate, has a serious medical condition with a significant risk of death within that period. Two or more individuals will be able to share the six weeks of benefits with respect to a family member. Only one waiting period of two weeks will have to be served prior to receiving benefits, whether or not they are shared.

This Act will also amend the *Canada Labour Code* to add a new section regarding compassionate care leave. Under these provisions, employees covered by the *Code* will be entitled to take up to eight weeks of leave to provide care or support to a defined family member[3] if a qualified medical practitioner[4] issues a certificate stating that the family member has a serious medical condition with a significant risk of death within a period of 26 weeks. It will be possible for two or more employees to share the eight weeks of

[1] To be eligible for compassionate care benefits, a claimant must have contributed to the EI fund and worked at least 600 insurable hours in the previous 52 weeks or since the start of the last claim, whichever is shorter.

[2] For the purpose of compassionate care benefits, "family member" is defined as the claimant's spouse or common-law partner, child (including the child of a spouse or common-law partner), or parent (including the spouse or common-law partner of the claimant's parent). This list of family members may be extended by regulation. A "common-law partner" means a person who has cohabited with the individual in a conjugal relationship for a period of at least one year.

[3] The definition of "family member" will be the same under the *Canada Labour Code* as under the *Employment Insurance Act*. The Code's definition may be expanded by regulation.

[4] A "qualified medical practitioner" is defined as "a person who is entitled to practise medicine under the laws of a jurisdiction in which care or treatment of the family member is provided". This definition may be expanded by regulation to include other classes of medical practitioners.

leave where they wish to avail themselves of the *Code*'s provisions to provide care or support to the same person.

Compassionate care leave will have to be taken within a specified period of 26 weeks (a shorter period may be set by regulation). However, should the family member die before the end of this period, the leave will not extend beyond the last day of the week in which the death occurs. Although the eight weeks of leave may be broken up, it will have to be taken in periods of at least one week's duration.

It should be mentioned that there will be no length of service or other eligibility requirements under the *Code* to qualify for compassionate care leave. For instance, an employee could take such a leave even if he/she is not entitled to collect EI benefits. Nor will the *Code*'s provisions require that employees notify their employer prior to taking—or during—a compassionate care leave. An employee will nevertheless have to provide his/her employer a copy of the medical certificate if, within 15 days of returning to work, he/she is requested in writing to do so.

The employee job protections that currently apply with respect to maternity and parental leave will also cover employees taking a compassionate care leave. The latter will have the right to be informed of employment, promotion or training opportunities during the leave and to be reinstated in the same or in a comparable position when returning to work. Pension, health and disability benefits, as well as seniority, will continue to accumulate during the leave period. For the purpose of calculating other benefits, employment before and after the leave will be deemed to be continuous. Finally, employers will be prohibited from dismissing, suspending, laying off, demoting or disciplining an employee for taking a compassionate care leave, or from taking the leave into account in any decision to promote or train the employee.

These amendments will come into effect on a day to be set by order in council (expected date: January 4, 2004).

Alberta: *School (Compulsory Attendance) Amendment Act, 2003*; Bill 203; Assented to April 9, 2003

Once it comes into effect, this Act will raise the age of compulsory school attendance from 16 years to 17 years. It will also restrict the grounds on which a student may be excused from attending school. School boards and the Minister of Education will no longer have the authority to excuse a student, at the request of his/her parent(s), from attending school for a period of time. Both of these changes could have an effect on the employment of children in Alberta.

An additional amendment will eliminate provincial attendance boards.

The *Act* will come into effect by proclamation.

Alberta: *Labour Relations (Regional Health Authorities Restructuring) Amendment Act, 2003*; Bill 27 Royal Assent March 27, 2003 and the *Regional Health Authority Collective Bargaining Regulation*; Alta Reg. 80/2003, Alberta Gazette, Part II, of April 15, 2003

This Act brought amendments to the *Labour Relations Code*, that came into force on April 1, 2003. The *Regional Health Authority Collective Bargaining Regulation* issued under the *Code* took effect on the same date. The most significant changes brought by the amendments and the new Regulation are as follows:

- Nurse practitioners employed in their professional capacity in accordance with the *Public Health Act* and regulations have been excluded from the application of the *Labour Relations Code*.

- The dispute resolution process of compulsory interest arbitration applicable to hospital employees (these employees cannot strike legally; they represent about 90 per cent of health care employees) has been extended to all other employees of regional health authorities.

- The Lieutenant Governor in Council has been given the power to issue regulations providing for the establishment of region-wide functional bargaining units for all regional health authorities and their employees who are represented by a bargaining agent. The *Regional Health Authority Collective Bargaining Regulation* has established four functional bargaining units: direct nursing care or nursing instruction; auxiliary nursing care; paramedical, professional or technical services; and general support services.

- The Alberta Labour Relations Board has been granted special temporary powers by the above-mentioned Regulation to deal with issues arising out of the establishment of the region-wide functional bargaining units, including union determination and collective agreement reconciliation.

- By virtue of regulatory powers given to the Lieutenant Governor in Council, the *Regional Health Authority Collective Bargaining Regulation* provides that, despite any other law or the terms of a collective agreement, where there is a change in governance or a restructuring of a regional health authority or other prescribed entity, no employee of that organization represented by a bargaining agent is entitled to severance pay, termination pay or other compensation if the employee's position remains substantially the same. This does not prevent an employer from voluntarily giving an employee or former employee severance pay, termination pay or other compensation.

- For the purpose of ensuring that the *Regional Health Authority Collective Bargaining Regulation* is reviewed for ongoing relevancy and necessity, it is scheduled to expire on March 31, 2008.

British Columbia: Amendment to the *Employment Standards Regulation*; B.C. Reg. 118/2003 under the *Employment Standards Act*; Gazetted May 1, 2003

These amendments have modified, once again, minimum wage and statutory holiday pay rules for employees paid entirely or partly by commission who sell certain vehicles. Regulation 307/2002,[5] which came into force on November 30, 2002, had excluded these employees from the *Employment Standards Act*'s (ESA) minimum wage, holiday pay, hours of work and overtime provisions (except for the prohibition on excessive hours of work).

Under the new *Regulation*, commission salespersons employed to sell—or sell lease arrangements for—automobiles or trucks are now covered by the ESA's statutory holiday provisions, unless their employer pays them 3.6 per cent of their gross earnings for the pay period on each pay cheque. Employees earning commissions to sell recreation vehicles and campers, however, are still not entitled to statutory holidays or statutory holiday pay.

Commission salespersons employed to sell automobiles, trucks, recreation vehicles and campers must also be paid an amount at least equal to the minimum wage for their first 160 hours of work each month. Both commissions and other wages earned by an employee are to be taken into account when determining whether these minimum wage requirements are met.

These amendments came into effect on March 28, 2003.

[5] This Regulation was described in the spring 2003 issue of the *Workplace Gazette*, Vol. 6, No. 1.

British Columbia: Amendments to the *Employment Standards Regulation*; B.C. Regs. 195/2003, 196/2003, 197/2003 under the *Employment Standards Act*; O.C. 475/2003, 476/2003, 477/2003, ordered May 15, 2003

These Regulations have amended provisions of the *Employment Standards Regulation* (ESR) pertaining to agricultural workers and farm labour contractors.

- Provisions regarding hours of work and overtime no longer apply to farm workers, except for the prohibition on excessive hours of work (i.e. section 39 of the *Employment Standards Act*). Previously, farm workers were entitled to 1½ times their regular wage for every hour worked in excess of 120 hours within a two-week period.

- Statutory holiday provisions in the ESR previously covered certain farm workers. They have been repealed so that all farm workers are now excluded from statutory holidays and statutory holiday pay. In addition, the minimum wage for farm workers employed on a piece work basis to hand harvest certain crops has been amended to reflect these changes. Minimum rates that must be paid to these employees, although still calculated on gross volume or weight picked, have been reduced by 3.6 per cent, representing the statutory holiday pay to which farm workers were previously entitled.[6]

- A farm labour contractor who provides transportation to a job site for a farm worker it employs must pay the latter an amount equivalent to at least two hours at the minimum wage rate (compared to four hours previously) in the event no work is available at the site. (If it is greater, the employee is still entitled to the minimum wage rate for the time spent travelling to and from the job site.)

- The amount of security that must be posted to obtain a farm labour contractor's license has been reduced for contractors who have not contravened any "core requirement" of the *Employment Standards Act*—i.e. requirements concerning licensing, paydays, payroll records, vacation pay and the minimum wage—over a specified period. Thus, the standard amount of security (i e. minimum hourly wage multiplied by 80, multiplied by the number of employees specified in the license) is reduced by a quarter (-25 per cent) where no contravention has occurred for one year or more but less than two years, by one half (-50 per cent) where there has been no contravention for two years or more but less than three years, and by three quarters (-75 per cent) where the period of non-contravention is three years or more.

- The time limit for appealing a determination of the director of Employment Standards regarding the non-issuance, cancellation or suspension of a farm labour contractor's license has been increased from 15 days to 30 days after the date of service of the determination, where it is served by registered mail, and from 8 days to 21 days where it is personally served.

- A farm labour contractor's license is now valid for one full year from the date on which it was issued. Previously, licenses expired on December 31 of the year of issue.

Included among other miscellaneous changes brought by the Regulations is a new formula for calculating interest on money received by the director or collected under a determination or order of the tribunal.

[6] Before these changes, the minimum piece rate was deemed to include statutory holiday pay (3.6 per cent of gross earnings) and vacation pay (4.0 per cent of gross earnings). By deducting 3.6 per cent from the piece rate amount (instead of subtracting the actual amount initially added as statutory holiday pay), the *Regulation* has in fact reduced the "gross earnings" portion of the minimum rate—i.e. the amount not counting statutory holiday or vacation pay—by about a quarter of a percent.

These amendments to the ESR came into effect on May 15, 2003.

New Brunswick: *An Act to Amend the Employment Standards Act*; Bill 27; Assented to February 21, 2003

This Act amended the *Employment Standards Act* to include new minimum reporting wage provisions while also making some administrative and housekeeping changes.

Minimum Reporting Wage

An employee whose terms and conditions of employment are not the subject of a collective agreement, whose regular wage rate is less than twice the minimum wage rate and who is regularly employed for more than three consecutive hours in a shift is now entitled to be paid the equivalent of at least three hours of work at the minimum wage rate when reporting for work as required by his/her employer. Should such an employee already have worked 44 hours or more in that week, he/she is entitled to reporting pay equivalent to at least three hours at one and a half times the minimum wage. The three hours of reporting pay is considered to be time worked.

Other Amendments

- Some technical amendments regarding the filing of certificates for unpaid wages have been brought to the *Act*'s wage protection provisions.

- A new provision allows the minister of Training and Employment Development to appoint a deputy director of Employment Standards. The latter has the powers and duties of the Director of Employment Standards in his/her absence or when the office of director is vacant.

- In addition to other record keeping obligations, the *Act* requires that employers maintain a record of any period during which an employee was on a leave of absence and the reason for the leave.

- Finally, the *Act* provides for the expiration of attaching orders after a prescribed period. This period will have to be set by regulation.

Bill 27 came into effect on February 21, 2003, the date it received Royal Assent.

Newfoundland and Labrador: *Labour Standards Regulations (Amendment)*, under the *Labour Standards Act*; Newfoundland and Labrador Reg. 38/03; Gazetted March 28, 2003

Following an announcement made by Newfoundland and Labrador's Minister of Labour on March 23, 2003, this Regulation amended the *Labour Standards Regulations* to repeal new overtime provisions that were slated to take effect on April 1, 2003.[7] Under these provisions, the overtime rate would have been set at one and a half times an employee's regular rate of pay. Consequently, for an indefinite period, the overtime rate will remain fixed at $9.00 per hour (i.e. one and a half times the provincial minimum wage rate).

However, a new subsection stipulates that overtime wages must nevertheless be paid at a rate of not less than one and a half times an employee's regular rate of pay where the employee is subject to a collective agreement, negotiated after December 6, 2001,[8] which refers to the overtime pay changes that were supposed to take effect on April 1, 2003.

[7] These new overtime provisions were outlined in the summer 2003 issue of the *Workplace Gazette*, Vol. 5, No. 2.

[8] This is the date on which Mrs. Anna Thistle, former Minister of Labour, officially announced changes to provincial labour standards, including overtime provisions.

Northwest Territories: *An Act to Amend the Labour Standards Act;* Bill 17; Assented to June 13, 2003

This Act will amend the *Labour Standards Act* to eliminate the different minimum wage rates based on age and place of employment, and will also increase the minimum wage to one fixed rate of $8.25 an hour. These amendments will come into force on December 28, 2003.

Nova Scotia: *Minimum Wage Orders: General, Road Building and Heavy Construction Industry*, and *Logging and Forest Operations*; N.S. Regs. 88/2003, 89/2003 and 90/2003 under the *Labour Standards Code*; Gazetted May 2, 2003

The general minimum wage rate will increase by 25 cents on October 1, 2003 and by a further 25 cents on April 1, 2004. As a result, the general minimum wage will rise from $6.00 to $6.50 an hour, while the rate for inexperienced employees will grow from $5.55 to $6.05 an hour. (Inexperienced employees are employees who have not been employed for more than three months by any employer to do the work for which they are currently employed, and who have been employed by their current employer for less than three calendar months.)

The minimum wage rate for employees engaged in road building and heavy construction and for "time workers" employed in a logging or forest operation will also increase to $6.25 an hour on October 1, 2003, and $6.50 on April 1, 2004. Other workers employed in a logging or forest operation who have no fixed work week or whose hours of work are unverifiable (e.g. camp guardians, cooks, stable hands) will be entitled to at least $1,224.00 per month as of October 1, 2003, and $1,273.00 as of April 1, 2004 (compared to $1,175.00 currently). Maximum deductions for board and lodging will also be raised on the same dates. Maximum deductions per week of board and lodging provided to an employee paid at minimum wage will increase to $57.50 on October 1, and then to $59.80 on April 1; per week of board only, to $46.55 and then $48.45; per week of lodging only, to $12.95 and then $13.50; and for single meals, to $3.00 and then $3.15. An employer in a logging or forest operation will be allowed to deduct from the minimum wage of an employee an amount of up to $9.05 per day as of October 1, and $9.45 per day as of April 1 for board and lodging.

Ontario: *SARS Assistance and Recovery Strategy Act, 2003*; Bill 1; Assented to May 5, 2003

The purpose of this Act, which was passed on the same day it was introduced in the Legislature, is to deal with the health and economic impact of the SARS outbreak in Ontario. In addition to amending the *Emergency Management Act* and the *Health Protection and Promotion Act*, this Act provides a temporary sales tax exemption for segments of the tourism sector (with respect to hotels and similar transient accommodation and to admissions to places of amusement) and affords job protection to employees and other workers in relation to SARS-related leaves of absence.

Under Part I of the new Act, an "employee" (the term includes dependent contractors—as defined in the *Labour Relations Act, 1995*—police officers and any other prescribed individual) is entitled to an unpaid SARS emergency leave for any period during which he/she is unable to work because he/she:

- is under individual medical investigation, supervision or treatment related to SARS;

- is under individual medical investigation, supervision or treatment related to SARS;

- is acting in accordance with a SARS related order from a medical officer of health or the Ontario Court of Justice under the *Health Protection and Promotion Act*;

- was directed by his/her employer not to show up for work out of concern that he/she may expose other individuals in the workplace to SARS;

- is needed to provide care or assistance to a specified relative (including a grandparent, grandchild, sibling, or any other relative who is dependent on the employee for care or assistance);

- is in quarantine or isolation or is subject to a control measure in accordance with SARS-related information or directions issued to the public by the Commissioner of Public Security, a public health official, a physician or a nurse or by Telehealth Ontario, the Government of Ontario, the Government of Canada, a municipal council or a board of health. In such a case, a person taking a SARS emergency leave must, within two days, contact a public health official or a physician to receive directions on whether to continue his/her absence from work, and to arrange to receive a written confirmation of those directions.

This leave is in addition to the 10-day emergency leave entitlement provided under section 50 of the *Employment Standards Act, 2000* (ESA 2000).

A person taking a SARS emergency leave must advise his/her employer as soon as possible after the leave begins. At the request of the employer, reasonable evidence of entitlement to the leave must be provided after the leave has ended.

Participation in specified benefit schemes—pension, life insurance, accidental death, extended health, and dental plans—and employer contributions for these plans are to be maintained during the period of leave, unless the employee indicates in writing that he/she does not intend to continue his/her contributions. An employee's length of service and seniority also continue to accumulate while on leave.

On conclusion of an employee's leave, the employer must reinstate the employee in the position he/she most recently held, if it still exists, or in a comparable position otherwise. The employee's rate of pay must be equal to the rate of pay he/she most recently earned with the employer or, if greater, the rate the employee would be earning had he/she worked throughout the leave. It should be noted, however, that an employer may still terminate the employment of an employee for reasons unrelated to the leave, or because of a workforce reduction caused by the impact of SARS on the employer's business.

The administration and enforcement provisions of the ESA 2000 apply with respect to this Act. Employers are prohibited from taking reprisals against an employee who takes or intends to take leave, attempts to exercise his/her rights under the *Act*, or participates in the *Act*'s enforcement procedures.

This Act came into force on the day it received Royal Assent. It applies retroactively, covering employees who were absent from work because of SARS on March 26, 2003 or thereafter. An eligible employee who had taken an emergency leave under the ESA 2000 for SARS-related reasons is deemed to have taken a SARS emergency leave instead.

Ontario: *Agricultural Employees Protection Act, 2002*; Bill 187, Assented to November 19, 2002, Effective June 17, 2003

The purpose of this Act is to protect the rights of agricultural employees while having regard to the unique characteristics of agriculture, including its seasonal nature, its sensitivity to time and climate,

the perishability of agricultural products and the need to protect animal and plant life.

The *Act* gives agricultural employees the following rights:

- the right to form or join an employees' association;
- the right to participate in the lawful activities of an employees' association;
- the right to assemble;
- the right to make representations to their employers, through an employees' association, respecting the terms and conditions of employment;
- the right to protection against interference, coercion and discrimination in the exercise of their rights.

An employer must give an employees' association a reasonable opportunity to make representations respecting the terms and conditions of employment of one or more of its members who are employed by that employer.

An employees' association is prohibited from acting in a manner that is arbitrary, discriminatory or in bad faith in representing its members.

On a written application, the Agriculture, Food and Rural Affairs Appeal Tribunal may make an order, in specified circumstances, allowing access to property controlled by an employer for the purpose of attempting to persuade employees to join an employees' association. The order may specify terms and conditions the Tribunal considers appropriate.

Employers are prohibited from interfering with employees' associations and from taking reprisals against a person because of his/her involvement with an employees' association or the exercise of any other right under the. The use of intimidation or coercion in connection with membership in an employees' association or employers' organization or with the exercise of any right or the fulfilling of any obligations under the is also be prohibited.

The Agriculture, Food and Rural Affairs Appeal Tribunal may inquire into complaints alleging a contravention of the *Act*. If the Tribunal determines that a contravention has occurred, it has the power to make a remedial order. It then determines what, if anything, the employee, employees' association, employer, employers' organization, or other person or body must do or refrain from doing with respect to the contravention, and a determination may include one or more of the following:

- an order directing the employee, employees' association, employer, employers' organization, or other person or body to cease doing or rectify the act(s) complained of; or
- an order to reinstate in employment or hire the person or employee concerned, with or without compensation, or to compensate instead of hiring or reinstatement for loss of earnings or other employment benefits in an amount that may be assessed by the Tribunal against the contravener(s).

On an inquiry by the Tribunal into a complaint that a person has been refused employment, discharged, discriminated against, threatened, coerced, intimidated or otherwise dealt with contrary to the *Act* with respect to employment, opportunity for employment or conditions of employment, the burden is on the employer or employers' organization to prove that he/she/it did not act contrary to the *Act*.

A decision of the Tribunal is final and binding on the parties and on any other person or body that the Tribunal may specify. The Tribunal has no jurisdiction to make a decision altering the terms and conditions of employment of employees, except when it allows a person access to property controlled by an employer for the purpose of attempting to persuade employees to join an employees' association or when it issues remedial orders as mentioned previously.

The *Act* specifies that the *Labour Relations Act, 1995* does not apply to employees or employers in agriculture.

Consequential amendments are made to the *Labour Relations Act, 1995*.

Prince Edward Island: *An Act to Amend the Employment Standards Act*; Bill 47; Assented to May 23, 2003

This Act will bring a number of amendments to Prince Edward Island's *Employment Standards Act* (ESA). More specifically, it will increase the number of paid statutory holidays, introduce new family leave and sick leave provisions, extend the scope of bereavement leave provisions to cover extended family members, and raise the minimum termination notice that must be given to long-service employees.

Paid Holidays

Remembrance Day will be added to the list of paid holidays provided for in the ESA. Employees who meet eligibility requirements will therefore be entitled to six paid holidays per year.

Family Leave

Employees who have been employed by their employer for a continuous period of at least six months will be entitled to take a total of up to three days of unpaid family leave during a 12-month period. An employee will be able to take such leave to meet responsibilities related to the health or care of specified family members, namely a spouse, common-law spouse, child, parent, sibling, grandparent, grandchild, brother-in-law, sister-in-law, mother-in-law, father-in-law, son-in-law or daughter-in-law. An employee who intends to take a family leave must advise his/her employer of the commencement date and anticipated duration of the leave.

Sick Leave

Employees who have been employed by their employer for a continuous period of six months or more will also be entitled to three days of unpaid sick leave during a 12-month period. The employer will be able to require that the employee provide a medical certificate if the latter takes a sick leave of three consecutive days in length. The employee will also have to advise his/her employer of the anticipated duration of the leave.

Bereavement Leave

Currently, the ESA provides for up to three consecutive calendar days of leave without pay in the event of the death of a member of an employee's immediate family. An amendment will allow an employee to also take one unpaid day of leave on the death of a member of his/her extended family, namely a grandparent, grandchild or a specified in-law (see above under "Family Leave"). This leave will have to be taken during the period of bereavement and no later than the day of the funeral.

Notice of Termination

The minimum period of notice (or pay in lieu) that an employer must give before discharging or laying off a long-service employee will be raised from four weeks to six weeks for an employee who has been employed by the employer for a continuous period of at least 10 years, and to eight weeks for an employee who has completed at least 15 years of continuous service.

As is currently the case, a notice of termination will not be required when an employee is dismissed or laid off for just cause of for other reasons specified in the ESA (e.g., destruction of a plant, weather conditions).

Coming into Effect

The amendments described above will come into force by proclamation.

Quebec: *Regulation to amend the Regulation respecting labour standards and to revoke the Regulation respecting the notice of collective dismissal*, under the *Act respecting labour standards* (R.S.Q., c. N-1.1); Official Gazette, Part II, June 11, 2003

The purpose of this Regulation is to harmonize the provisions of the *Regulation respecting labour standards* (LSR) with those of the *Act to amend the Act respecting labour standards and other legislative provisions*.[9]

The new Regulation has amended the definition of "employee who generally receives gratuities" to restrict its scope. Hence, "employee who receives gratuities or tips" now refers to an "employee who generally receives gratuities or tips" and who works: in a tourist lodging establishment, including a campground; in a place where alcoholic beverages are sold for consumption on the premises; for an enterprise that sells, delivers or serves meals to be eaten off the premises; or in a restaurant (except if it is an establishment where customers order or choose products at a service counter and pay before eating).

The *Regulation* has also repealed many of the LSR's provisions. Firstly, it has shortened the list of categories of employees who, pursuant to section 2 of the LSR, are excluded from minimum wage provisions. As a result, supernumerary employees hired on an occasional basis for harvest work are now entitled to the minimum wage. However, this is not the case for employees principally involved in non-mechanized operations linked to the harvesting of processing vegetables and fruit.[10]

Secondly, the new Regulation has revoked sections 5 and 8 of the LSR. This has removed the special minimum wage rate and the higher threshold for entitlement to overtime pay (i.e. the 49-hour standard workweek) that previously applied to domestic workers living in their employer's home. These employees are therefore now entitled to the general minimum wage rate and to the 40-hour standard workweek.

Thirdly, Division VI (sections 15 to 35) of the LSR, which pertained to maternity leave, has been repealed. This is essentially a housekeeping amendment. Indeed, these provisions of the LSR, most of which were transferred to the *Act respecting labour standards*, became inoperative on May 1, 2003.

A new Division regarding collective dismissals was also added to the LSR. A section specifies that an employer that must provide a notice of collective dismissal under the *Act respecting labour standards* must send it by mail to the operations branch of Emploi-Québec. The notice takes effect from the date on which it has been posted. Another section stipulates what information the notice must contain; this includes the reasons and the anticipated date for the collective dismissal as well as the number of employees likely to be affected. The *Regulation respecting the notice of collective dismissal* (R.R.Q., 1981, c. F 5, r.1), for its part, has been revoked.

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[9] Most provisions of this Act came into effect on May 1, 2003.

[10] A draft regulation proposed by the previous government proposed to extend minimum wage coverage to all agricultural workers. According to a press release of the Government of Quebec, a working committee set up by the Minister of Labour will establish a new wage standard for these employees, which should come into effect in the summer of 2004.

The amendments described above came into effect on June 26, 2003.

Saskatchewan: *The Mines Regulations, 2003* under *The Occupational Health and Safety Act, 1993*; Chapter O-1.1 Reg. 2, Saskatchewan Gazette, Part II, of May 16, 2003

On July 16, 2003, *The Mines Regulations, 2003* replaced *The Mines Regulations*, which were originally adopted in 1978.

The Mines Regulations, 2003 contain improvements whose purpose is to clarify certain requirements and make mine safety rules consistent with the concepts, definitions and legal language used in *The Occupational Health and Safety Act, 1993* and *The Occupational Health and Safety Regulations, 1996*.

The new Regulations also provide for a reduction in worker exposure to diesel exhaust. They require employers to take the following measures: implement a diesel engine maintenance program; develop a diesel emission testing plan; test for diesel particulates; and reduce the allowable sulphur content of fuel.

In addition, there are new standards for remote controlled mobile equipment and the brakes of heavy equipment as well as revised provisions regarding mine rescue, egress from underground workplaces and fuel/lubricant depots underground.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Website at:

http://labour-travail.hrdc-drhc.gc.ca

and click on "Canadian Labour Law Information."

Readers' Corner

Michèle Auger, Fred Longley and Edward Popoff
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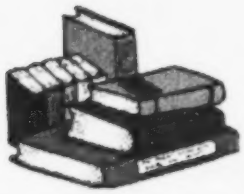

Older Workers

Jepsen, Maria, David Foden and Martin Hutsebaut, eds. **Active Strategies for Older Workers in the European Union.** Brussels: European Trade Union Institute, 2002. HRDC HD6283 E9 A37

This book describes how, in nine European Union countries, social partners and governments have addressed the challenge of increasing the employment rate of older workers. Different approaches have been taken in different countries, some more successful than others. Current policies and practices are evaluated and proposals are made for further successful action. Major reforms discussed include the development of systems of partial, phased, and flexible retirement.

Fourzly, Michel and Marc Gervais. **Collective Agreements and Older Workers in Canada.** Hull, Québec: Human Resources Development Canada, Labour Program, 2002. On Internet: http://labour.hrdc-drhc.gc.ca/worklife/caowc-dftaccc/pdf/caowc-dftaccc-en.pdf/. HRDC CA1 MPH LA102 00W64

This study identifies and analyzes clauses in major Canadian collective agreements that may directly affect the working conditions of older workers. Where appropriate, a description and analysis of pertinent legislation is provided. Six broad areas are covered: work-time organization; leaves of absence; training, retraining and education; economic security; (anti-) discrimination clauses and practices; and transition to retirement.

Habtu, Roman. **"Men 55 and Older: Work or Retire?"** Perspectives on Labour and Income (Statistics Canada 75-001-XPE), Vol. 15, No. 1, Spring 2003, p. 47–54.
HRDC Stats Can

Slow population growth and aging baby boomers have made men 55 to 59 no longer active in the labour market an important potential source of labour. The proportion of men 55 to 59 not in the labour force rose significantly between 1976 and 2003, along with their educational levels. For this cohort, retirement is the main reason for leaving their last job. Rising levels of pension income provide further evidence of the trend to early retirement as a reason for labour market inactivity. Future labour shortage developments will require examination of the incentive effects of implicit taxes (for example, clawbacks) and other government transfer programs.

Lissenburgh, Stephen and Deborah Smeaton. **Employment Transitions of Older Workers: The Role of Flexible Employment in Maintaining Labour Market Participation and Promoting Job Quality.** Transitions after 50 series. Bristol: Policy Press, 2003.
HRDC HD6283 G7 L57

An abrupt and perhaps premature entry into retirement can leave individuals feeling disappointed and can prevent their valuable economic potential from being tapped. Based on national survey data, this report explores the possibilities of more flexible forms of work that bridge the gap between full-time work and retirement. It examines the characteristics and experiences of those leaving permanent jobs between 50 and state retirement age; factors associated with moving to temporary, part-time, or self-employment; and the qualities of these alternative work arrangements.

MacKenzie, Andrew and Heather Dryburgh. **"The retirement wave."** Perspectives on Labour and Income (Statistics Canada 75-001-XPE), Vol. 15, No. 1, Spring 2003, p. 40–46.
HRDC Stats Can

This article discusses age distribution in Canadian industries and highlights those with older workforces and relatively young retirement ages. It then uses age differences among occupational groups as indicators of succession issues within industries. Turnover and unfilled vacancy rates are used to show how aging is currently affecting certain sectors of the economy. Some industries and occupations will experience the effects of an aging population earlier than others.

Parkinson, Deborah. **Voices of Experience: Mature Workers in the Future Workforce.** New York: Conference Board, c2002.
HRDC ZZ CB US8 Y02R1319

This report presents the results from the Conference Board's Life Planning Survey of the retirement intentions and perspectives of employees aged 50 and above at eight American companies. The survey identifies reasons why mature workers want to retire or do not want to retire and what would encourage them to continue working. It reveals the diverse needs of mature workers, and shows how retirement decisions are influenced by work status, gender, race/ethnicity, and age. The report presents 12 strategies, derived from the survey results, for employers to meet the needs of mature workers.

NOTES

1. *For other available references in French language only, see the French version of the Workplace Gazette / Gazette du travail.*

2. *Human Resources Development Canada employees can borrow these items from the Departmental Library. Others can borrow them through their own library.*

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YESTERDAY and TODAY

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Women and Leadership

Fifty Years Ago...

In 1953, the *Labour Gazette* reported the first selection process to staff the position of Director of the Women's Bureau within the Department of Labour. According to the advertisement, the position of director called for a female administrative officer to carry out research and make information available on the conditions of employment of women workers; and to develop regular channels of information on women's employment between the Department, other agencies, women's groups, and employer and labour organizations.

In the same year, for the first time in the history of the labour movement in Canada, a woman presided over a national labour organization's annual convention when Miss Yolande Valois of Sorel, 7th Vice-president of the Canadian and Catholic Confederation of Labour, took over the chair at that organization's convention in Québec. In the previous year, Miss Valois had become the first woman to fill the post of vice-president of a national labour organization, taking over from the General President.

Today...

Gender breakdown is provided on an ongoing basis in research results for wages and working conditions. The statistical agency, Statistics Canada reports all data relating to the labour market in terms of male and female breakdown generally, and in relation to finer distinctions such as occupational categories, geographical location and age characteristics. Policies and programs are usually assessed for their differential impact on women and, with the introduction of Human Rights and Employment Equity legislation, on other designated groups: visible minorities, handicapped persons and aboriginals. Labour market data is collected and progress towards greater equity is assessed periodically. Information and education initiatives are geared towards encouraging diversity. Federal agencies such as Status of Women and integration of women's issues through gender based analysis of policies at central agency levels ensures that women's issues are taken seriously.

Women now occupy more positions at the senior levels of corporations, governments and labour organizations, albeit, not in the proportion of their representation within these organizations. The glass ceiling appears to be difficult to break in all sectors: private, public, non-profit and the labour movement.

In recent years, women accounted for almost all the increase in union membership where they represent 30.2 per cent of the female labour force, virtually matching the male unionization rate of 30.3 per cent. The unionization of women in the public sector (72.8 per cent) exceeded that of men (69.3 per cent) reflecting women's presence in public administration and in teaching and health positions. In a number of labour organizations, more women are occupying senior positions and demonstrating greater leadership and involvement in shaping the future of labour priorities and initiatives.

Workplace Information

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